



600 NE Grand Ave.
Portland, Oregon
97232-2736

2011-12

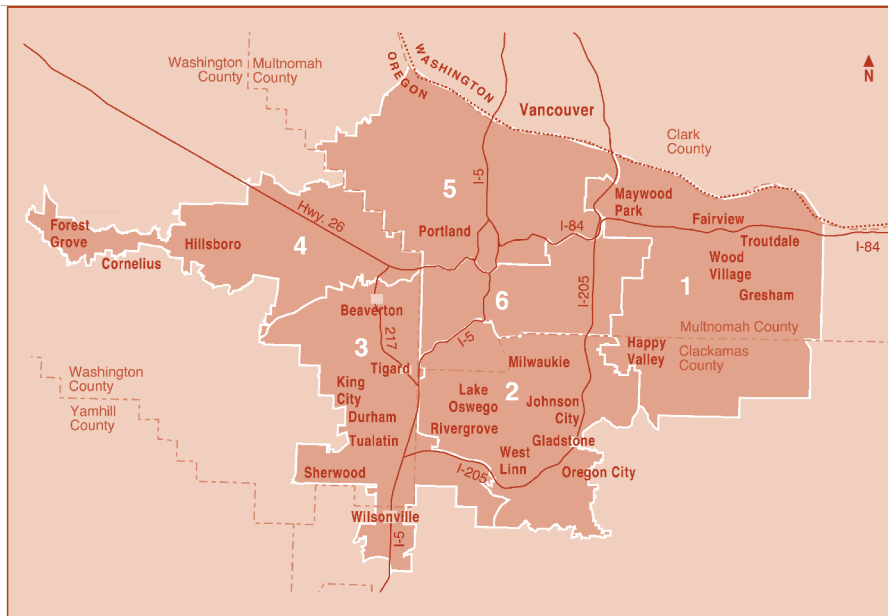
ADOPTED BUDGET Summary



Metro | *Making a great place*

2011-12

ADOPTED BUDGET Summary



Metro **Making a great place**

Clean air and clean water do not stop at city limits or county lines. Neither does the need for jobs, a thriving economy and good transportation choices for people and businesses in our region. Voters have asked Metro to help with the challenges that cross those lines and affect the 25 cities and three counties in the Portland metropolitan area.

A regional approach simply makes sense when it comes to protecting open space, caring for parks, planning for the best use of land, managing garbage disposal and increasing recycling. Metro oversees world-class facilities such as the Oregon Zoo, which contributes to conservation and education, and the Oregon Convention Center, which benefits the region's economy.

Your Metro representatives

Council President
Tom Hughes
503- 797-1889

District 1
Shirley Craddick
503- 797-1547

District 2
Carlotta Collette
503- 797-1887

District 3
Carl Hosticka
503- 797-1549

District 4
Kathryn Harrington
503- 797-1553

District 5
Rex Burkholder
503- 797-1546

District 6
Barbara Roberts
503- 797-1552

Auditor
Suzanne Flynn, CIA
503- 797-1891

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Organizational summary

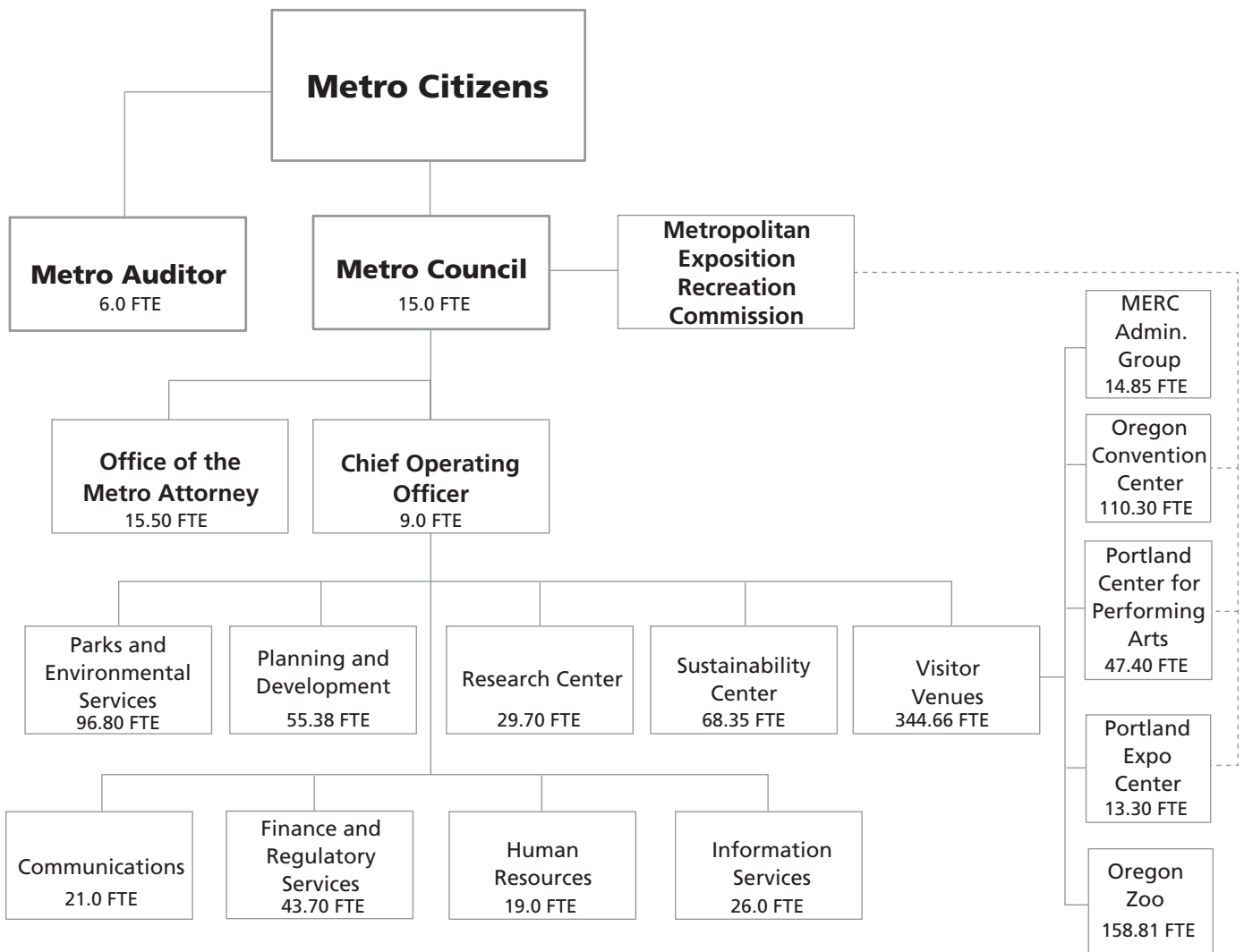
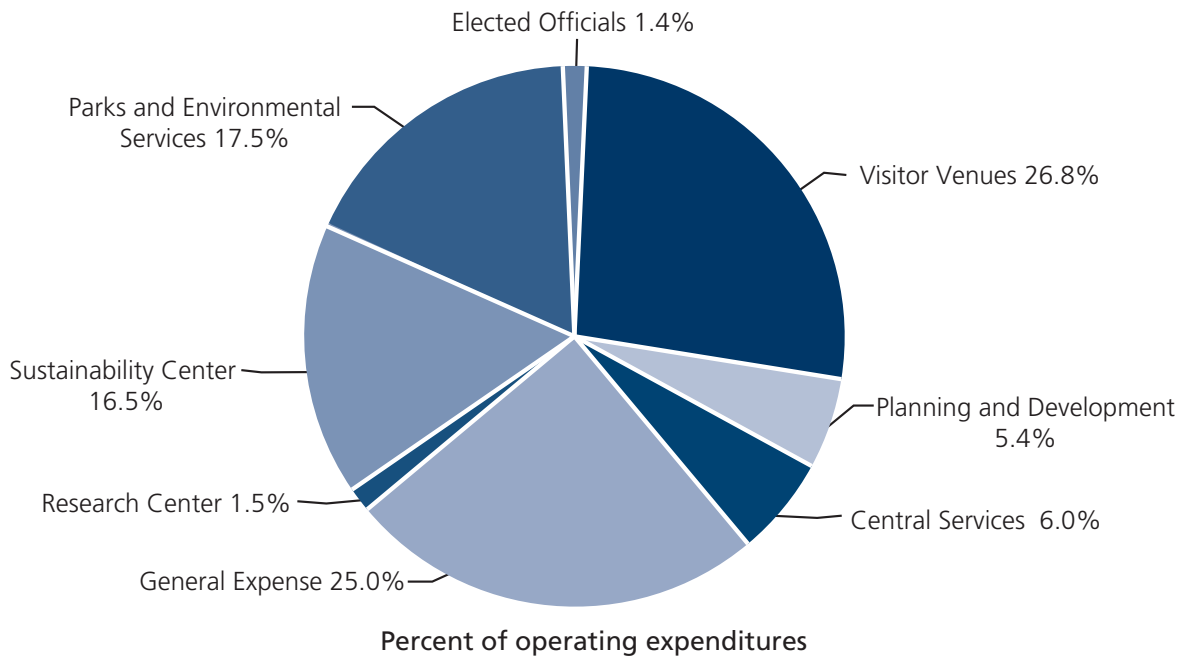
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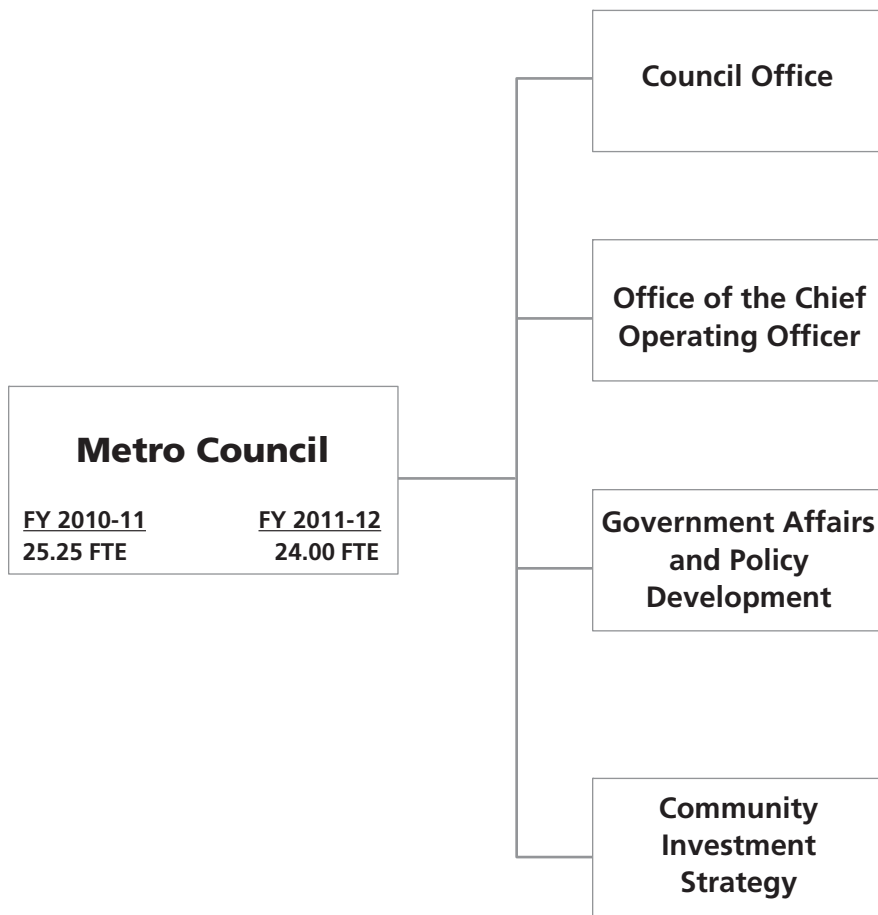
Organizational summary

	Audited FY 2008-09	Audited FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12	% Change from Amended FY 2010-11
BUDGET BY CLASSIFICATION								
Personal Services	\$70,830,852	\$71,819,988	\$76,661,194	\$76,999,346	\$79,107,224	\$79,681,040	\$79,791,040	3.63%
Materials and Services	92,362,911	95,771,568	122,107,946	123,036,489	119,918,224	110,299,284	111,406,975	(9.45%)
Capital Outlay	31,654,775	22,391,158	62,131,378	62,442,932	35,711,934	36,220,907	38,965,830	(37.60%)
Debt Service	45,100,347	45,182,021	41,954,002	41,954,002	35,261,700	35,261,700	35,261,700	(15.95%)
Interfund Reimbursements	7,474,080	7,680,866	8,396,573	8,396,573	9,397,205	9,397,205	9,397,205	11.92%
Internal Service Charges	944,972	2,723,052	3,122,488	3,122,488	3,000,237	3,000,237	3,000,237	(3.92%)
Fund Equity Transfers	6,014,113	5,175,785	10,765,853	10,937,200	8,816,595	9,684,485	9,724,485	(11.09%)
TOTAL	\$254,382,050	\$250,744,438	\$325,139,434	\$326,889,030	\$291,213,119	\$283,544,858	\$287,547,472	(12.04%)
BUDGET BY ORGANIZATION								
Office of the Metro Auditor	\$585,153	\$613,329	\$671,433	\$672,078	\$682,852	\$686,452	\$686,452	2.14%
Office of the Council	2,728,158	3,130,039	3,496,913	3,701,124	3,453,150	3,579,550	3,694,550	(0.18%)
Office of Metro Attorney	1,918,222	1,888,831	2,012,886	2,013,825	2,058,585	2,067,885	2,067,885	2.68%
Communications	2,137,051	2,180,092	2,514,675	2,515,796	2,477,736	2,392,835	2,392,835	(4.89%)
Finance and Regulatory Services	4,640,680	5,219,271	6,557,034	6,562,954	6,529,498	6,555,718	6,555,718	(0.11%)
Human Resources	1,644,682	1,715,911	1,836,807	1,842,888	2,227,761	2,279,161	2,304,161	25.03%
Information Services	3,061,806	3,172,218	4,214,382	4,214,596	4,142,344	4,263,523	4,357,360	3.39%
Planning & Development	9,954,814	10,816,845	15,414,229	15,562,488	15,794,751	16,074,641	16,469,641	5.83%
Parks & Environmental Services	53,239,108	47,075,651	52,931,163	52,908,272	50,871,323	51,629,854	51,796,854	(2.10%)
Research Center	3,477,779	4,258,776	4,631,745	4,672,052	4,271,670	4,400,666	4,400,666	(5.81%)
Sustainability Center	32,929,094	30,659,249	61,305,104	61,148,558	47,908,555	48,158,065	48,443,065	(20.78%)
Visitor Venues	75,436,807	70,399,539	89,474,727	90,824,716	77,970,126	78,189,500	81,071,277	(10.74%)
General Expense	62,628,696	69,614,687	80,078,336	80,249,683	72,824,768	63,267,008	63,307,008	(21.11%)
TOTAL	\$254,382,050	\$250,744,438	\$325,139,434	\$326,889,030	\$291,213,119	\$283,544,858	\$287,547,472	(12.04%)
Contingency	0	0	32,455,006	30,941,273	33,157,377	33,374,168	34,656,569	12.01%
Unappropriated Balance	214,223,352	190,317,945	72,843,606	74,208,254	64,990,206	63,242,461	62,931,694	(15.20%)
TOTAL BUDGET	\$468,605,402	\$441,062,383	\$430,438,046	\$432,038,557	\$389,360,702	\$380,161,487	\$385,135,735	(10.86%)
FULL-TIME EQUIVALENTS	753.06	762.84	753.94	756.60	749.56	751.09	752.09	(0.60%)
FTE CHANGE FROM FY 2010-11 AMENDED BUDGET								(4.51)

Organizational summary







Summary of Metro Council

	Audited FY 2008-09	Audited FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12	% Change from Amended FY 2010-11
BUDGET BY CLASSIFICATION								
Personal Services	\$2,561,046	\$2,984,924	\$2,646,386	\$2,832,249	\$2,806,518	\$2,820,918	\$2,820,918	(0.40%)
Materials and Services	167,112	145,115	850,527	868,875	646,632	758,632	873,632	0.55%
TOTAL	\$2,728,158	\$3,130,039	\$3,496,913	\$3,701,124	\$3,453,150	\$3,579,550	\$3,694,550	(0.18%)
BUDGET BY FUND								
General Fund	\$2,728,158	\$3,130,039	\$3,496,913	\$3,701,124	\$3,453,150	\$3,579,550	\$3,694,550	(0.18%)
TOTAL	\$2,728,158	\$3,130,039	\$3,496,913	\$3,701,124	\$3,453,150	\$3,579,550	\$3,694,550	(0.18%)
FULL-TIME EQUIVALENTS (FTE)	24.83	26.90	24.50	25.25	24.00	24.00	24.00	(4.95%)
FTE CHANGE FROM FY 2010-11 AMENDED BUDGET								(1.25)

The Metro Council budget includes four programs: Council Office, Office of the Chief Operating Officer, Government Affairs and Policy Development, and the Community Investment Strategy.

ABOUT THE METRO COUNCIL

Council Office

The Metro Council is the governing body of Metro. Council authority is defined in the Metro Charter, enacted by voters in 1992 and amended in 2000. The Council provides regional governance and leadership through ongoing, innovative planning, focusing on issues that cross local boundaries and require collaborative solutions. It provides oversight to attain the regional goals of guiding growth and creating livable communities, and works to promote economic, cultural and environmental balance. The Council develops long range plans for existing and future Metro activities. It assures the financial integrity of Metro through adoption of the budget and levying of taxes, user charges and other revenue measures. The Council consists of seven elected officials: six councilors elected from distinct geographic districts and one council president elected from the metropolitan region at large. The Council Office also includes administrative and policy support to these Councilors as individuals, as well as to the Council as a whole in its role as a legislative body whose procedures and formalities are conducted under the charter and law.

Office of the Chief Operating Officer

The Chief Operating Officer serves at the pleasure of Council to enforce Metro ordinances; execute the policies of the Metro Council; provide day-to-day management of Metro's resources, programs, enterprise businesses, facilities and workforce; and prepare the proposed budget for Council consideration.

Government Affairs and Policy Development

The Government Affairs and Policy Development program supports current Council and agency objectives, and reviews and advises Council on emerging policies and initiatives. This program also provides strategic analysis, assistance to technical programs, regional engagement strategies and implementation that best leverage agency and regional outcomes.

Community Investment Strategy

This program is working to create implementation tools to build out the 2040 vision of thriving centers and effective corridors. The Community Investment Initiative, the external arm of the Community Investment Strategy, is made up of a Leadership Council, business leaders, community nonprofit representatives, educators and former elected officials. The Leadership Council is charged with looking at strategies for economic growth. The Leadership Council and Metro staff will work together to craft an integrated federal, state, regional and local investment strategy to help close the gap between the region's needs and its financial means.

PROGRESS ON FY 2010-11 OBJECTIVES AND OTHER MAJOR ACCOMPLISHMENTS

- Legislative agenda: Developed and executed the 2011 legislative agenda.
- Community Investment Strategy: Managed the incorporation of a strategy within the Capacity Ordinance, adopted by Council in 2010, and developed a legislative agenda for the 2011 session.
- Community Investment Strategy: Facilitated the development of the Community Investment Initiative Leadership Council.

- Began work with the Senior Leadership Team and Council to analyze the need for a more robust federal presence.
- Directed the execution of requirements from House Bill 2001 for greenhouse gas scenario planning.
- Columbia River Crossing: Provided assistance to the Columbia River Crossing project to ensure conditions of approval adopted by the Metro Council are fully complied with by the project.
- Housing: Provided leadership in developing a regional consortium and submission of a grant application to the federal Department of Housing and Urban Development to develop a regional strategy for affordable housing and equity.
- Portland International Airport: Participated in the joint Port of Portland/City of Portland process to develop a master plan for the Portland International Airport.
- Hwy I-5/99W: Provided leadership in drawing a conclusion to the I-5/Hwy 99W corridor study.
- Global warming: Provided leadership through the Oregon Global Warming Commission, Land Use and Transportation Committee in advancing Metro's climate change interests.

SERVICE LEVEL CHANGES FROM FY 2010-11

The Columbia River Crossing director position, provided by contract with Oregon Department of Transportation, is eliminated. An untapped allocation for federal lobbying is eliminated until a complete agenda is developed.

MAJOR OBJECTIVES FOR FY 2011-12

- Assimilate new members of Council.
- Develop a federal agenda.
- Create district-based stakeholder outreach plans.
- Develop innovative communication and project tools for agency.

PROGRAMS FOR FY 2011-12

Great Communities

Community Investment Strategy– This program is working to create implementation tools to build out the 2040 vision of thriving centers and effective corridors.

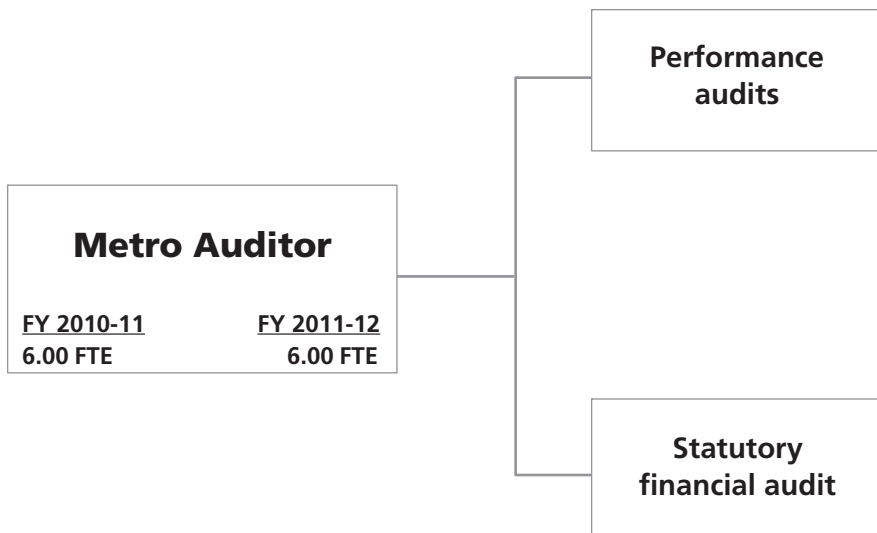
Responsible Operations

Council Office– The Metro Council provides regional governance in the fulfillment of its stated mission. Councilors are supported in their work through policy development, operational efficiencies and district outreach efforts.

Office of the Chief Operating Officer– The Chief Operating Officer manages the agency for the Council and plans for agency support to implement regional programs and initiatives. The Chief Operating Officer enforces Metro ordinances; executes the policies of the Metro Council; and administers Metro's resources, programs, facilities and staff.

Government Affairs and Policy Development– This program provides strategic analysis, assistance to technical programs, and regional engagement strategies and implementation that best leverage agency and regional outcomes.

Metro Auditor



Summary of Metro Auditor

	Audited FY 2008-09	Audited FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12	% Change from Amended FY 2010-11
BUDGET BY CLASSIFICATION								
Personal Services	\$552,706	\$595,350	\$632,082	\$632,082	\$641,308	\$644,908	\$644,908	2.03%
Materials and Services	32,447	17,979	39,351	39,996	41,544	41,544	41,544	3.87%
TOTAL	\$585,153	\$613,329	\$671,433	\$672,078	\$682,852	\$686,452	\$686,452	2.14%
BUDGET BY FUND								
General Fund	\$585,153	\$613,329	\$671,433	\$672,078	\$682,852	\$686,452	\$686,452	2.14%
TOTAL	\$585,153	\$613,329	\$671,433	\$672,078	\$682,852	\$686,452	\$686,452	2.14%
FULL-TIME EQUIVALENTS (FTE)	6.00	6.00	6.00	6.00	6.00	6.00	6.00	0.00%
FTE CHANGE FROM FY 2010-11 AMENDED BUDGET								0.00

The mission of the Auditor's Office is to ensure that Metro is accountable to the public, ensure that Metro activities are transparent and improve the efficiency, effectiveness and quality of Metro services and activities.

ABOUT THE METRO AUDITOR

The Metro Auditor is an elected position created as part of the home rule charter approved by voters in 1992. The Metro Auditor is elected region-wide and must possess professional certification as a licensed Certified Public Accountant or a Certified Internal Auditor. Both professions adhere to audit standards that include, among others, independence, objectivity, periodic quality control review and ongoing professional education. The Metro Charter mandates that the Auditor make continuous investigations of Metro operations, including financial transactions, personnel, equipment and facilities and all other aspects of these operations. The Auditor issues reports to the Council based on the results of these investigations and makes recommendations for improvement.

The primary role of the Metro Auditor is oversight of both performance and financial audits. State law requires Metro to use an outside Certified Public Accounting firm to audit its annual financial statements. The Metro Auditor engages the external financial auditing firm and administers the contract. Metro Auditor staff work on performance audits, in accordance with generally accepted government auditing standards.

Annually, the Metro Auditor decides which audits will be conducted in the next fiscal year. Topics may be selected in response to specific concerns or requests, and reviews cover the full spectrum of Metro organizational units and activities. The following factors are considered in selecting projects:

- Potential for savings or improvement.
- Level of Council and public interest.
- Potential for loss or risk of loss.
- Quality of internal controls.
- Historical problems or concerns.
- Audit staff resources.

PROGRESS ON FY 2010-11 OBJECTIVES AND OTHER MAJOR ACCOMPLISHMENTS

Created a series of articles on ethics.

Designed and implemented a survey of local officials to provide input on audit selection.

Completed three follow-up audits:

- Transit Oriented Development Program Audit Follow-up.
- Fleet Management Audit Follow-up.
- Waste Reduction and Outreach Audit Follow-up.

Completed four audits:

- Payroll and Benefit Programs.
- Leave Management.
- Public Engagement.
- Administration of Large Contracts.

SERVICE LEVEL CHANGES FROM FY 2010-11

None.

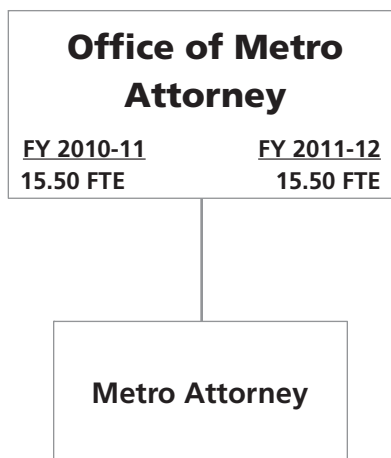
MAJOR OBJECTIVES FOR FY 2011-12

- Complete audits of Metro high risk areas.

PROGRAMS FOR FY 2011-12

Responsible Operations

Office of Metro Auditor – The Office conducts performance auditing according to auditing standards and assesses how well Metro services and activities are performing.



Summary of the Office of Metro Attorney

	Audited FY 2008-09	Audited FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12	% Change from Amended FY 2010-11
BUDGET BY CLASSIFICATION								
Personal Services	\$1,862,602	\$1,834,865	\$1,951,684	\$1,951,684	\$1,994,409	\$2,003,709	\$2,003,709	2.67%
Materials and Services	55,620	53,966	61,202	62,141	64,176	64,176	64,176	3.27%
TOTAL	\$1,918,222	\$1,888,831	\$2,012,886	\$2,013,825	\$2,058,585	\$2,067,885	\$2,067,885	2.68%
BUDGET BY FUND								
General Fund	\$1,918,222	\$1,888,831	\$2,012,886	\$2,013,825	\$2,058,585	\$2,067,885	\$2,067,885	2.68%
TOTAL	\$1,918,222	\$1,888,831	\$2,012,886	\$2,013,825	\$2,058,585	\$2,067,885	\$2,067,885	2.68%
FULL-TIME EQUIVALENTS (FTE)	15.50	15.50	15.50	15.50	15.50	15.50	15.50	0.00%
FTE CHANGE FROM FY 2010-11 AMENDED BUDGET								0.00

The Office of Metro Attorney is created in the Metro Code pursuant to the Metro Charter. The Metro Code states that the Metro Attorney has full charge and control of all legal business of all operating units and commissions of Metro where legal services are required. The duties and responsibilities of the Office of Metro Attorney are to provide clear and concise legal advice to policy makers in making informed decisions in the public interest; to ensure to the maximum extent possible that Metro's written documents are clear and precise statements in order to avoid misunderstandings and possible litigation; to represent Metro, both formally and informally, consistent with the goals of Metro and in a manner that represents a responsible contribution to the administration of the courts and the justice system; and to fully comply with the highest professional and ethical standards of the Oregon State Bar, the Oregon Supreme Court and the legal profession.

ABOUT THE OFFICE OF METRO ATTORNEY

The Office of Metro Attorney provides legal services to the entire Metro organization, including all centers and services, commissions, the Chief Operating Officer, the Council and the Auditor. These legal services include research, evaluation, analysis and advice regarding legal issues facing Metro.

The Office of Metro Attorney provides written opinions, drafts contracts and intergovernmental agreements, reviews ordinances and resolutions, offers assistance on legislative matters, and provides other legal advice to Metro officers and employees. The Metro Attorney may initiate, defend or appeal litigation on behalf of Metro when requested by the Metro Council, Chief Operating Officer, the Auditor or any Metro commission.

The Office of Metro Attorney staff includes the agency's lead attorney (the Metro Attorney); a Deputy Metro Attorney; five and one-half full-time equivalent (FTE) senior attorneys; two FTE assistant attorneys; two paralegals; and four legal secretaries/administrative assistants, who provide ongoing legal services to:

Metro Council	Metro Auditor
Visitor Venues	Chief Operating Officer
Communications	Research Center
Human Resources	Sustainability Center
Planning and Development	Information Services
Parks and Environmental Services	Finance and Regulatory Services

The Office of Metro Attorney also provides legal services in furtherance of Metro bond measures passed by the voters of the Metro area, including the Natural Areas Acquisition bond measure in May 2006 and the Oregon Zoo bond measure in November 2008.

Consistent with the efficient provision of legal services, actual work assignments are often organized on a team basis. Attorneys, paralegals and clerical staff are given work assignments based on areas of expertise and the varying levels of legal work being generated by Metro programs. Legal work does not flow into the office at a "steady state" or in relatively the same ratio per operating program.

Metro's lawyers are expected to fill the legal needs of Metro for general legal work including all agency contracts, employment and Metro Council policy development matters. Litigation is generally handled in-house for purpose of discovery and possible settlement discussions or motion for summary judgment purposes. Land use litigation is handled in-house exclusively.

Use of outside counsel is generally reserved for specialization-driven needs. Examples

are Bond Counsel, special tax counsel related to tax-exempt bonds, complex litigation where cases have high probability of going to a jury trial or other cases where in-house resources require the engagement of outside counsel.

PROGRESS ON FY 2010-11 OBJECTIVES AND OTHER MAJOR ACCOMPLISHMENTS

The office has achieved the following significant results:

- Provided legal services for Metro’s Natural Areas program, including numerous purchases.
- Provided legal services needed for creation and implementation of the Oregon Zoo bond measure including sale of an initial series of debt and work to obtain development approvals for construction of a first phase, including a new veterinary center.
- Provided legal services and advice to the Chief Operating Officer and the Metro Council in creating and implementing the Sustainable Metro Initiative. This included extensive legal review and effort to insure that all staff reassignments and restructuring were accomplished with acceptable levels of legal risk as MERC staff were integrated in the over all Metro Management Team.
- Provided legal services related to the Metro Council’s efforts to develop the region as a “greatest place,” including review and advice on the urban and rural reserve process and the adoption of the 2010 Urban Growth Report.
- Provided legal services and advice to the Chief Operating Officer and the Metro Council in defending the extension of the Construction Excise Tax.
- Provided legal services and advice to the Chief Operating Officer and the Metro Council in assessing regional infrastructure needs and identifying legally feasible methods of financing.
- Provided legal services needed for all transit oriented development/urban centers transactions.
- Provided legal services needed to enable Metro Council to achieve policy and administrative goals.
- Provided legal services needed to analyze the legality and feasibility of continued efforts to provide operating support for the Oregon Convention Center.

SERVICE LEVEL CHANGES FROM FY 2010-11

None.

MAJOR OBJECTIVES FOR FY 2011-12

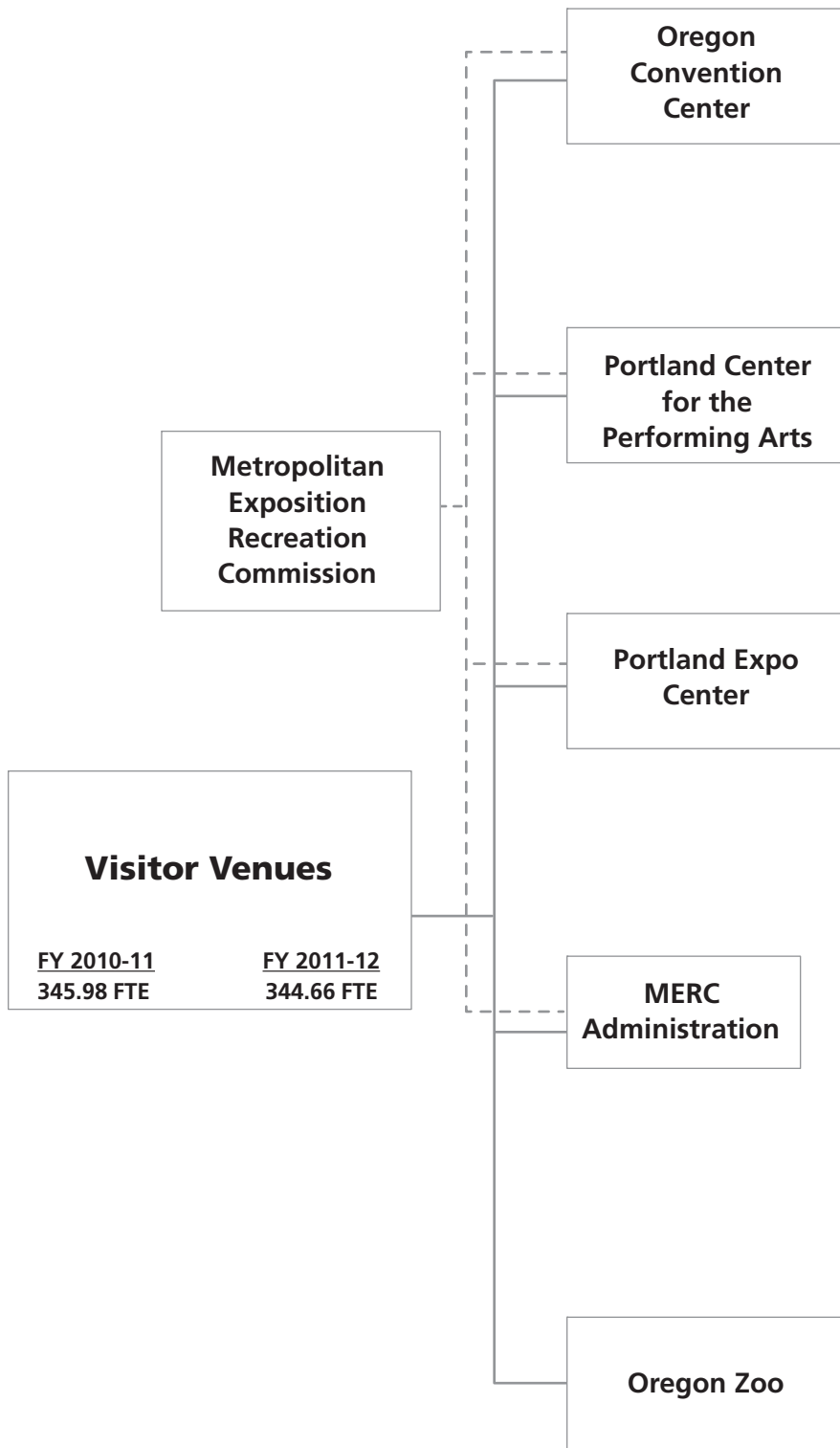
- Provide all legal services needed to enable Metro Council to achieve Council established goals.
- Complete successfully all other duties as assigned.

PROGRAMS FOR FY 2011-12

Responsible Operations

Office of Metro Attorney – The Office of Metro Attorney provides legal advice and services, including litigation when appropriate, for Metro elected officials, programs and staff. Services are provided in a cost-effective, responsive and proactive manner.

Visitor Venues



Summary of Visitor Venues

	Audited FY 2008-09	Audited FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12	% Change from Amended FY 2010-11
BUDGET BY CLASSIFICATION								
Personal Services	\$33,379,369	\$32,713,014	\$34,840,366	\$34,904,366	\$35,545,525	\$35,764,907	\$35,764,907	2.47%
Materials and Services	30,920,687	30,086,723	31,669,160	32,763,595	31,714,767	31,639,767	31,993,274	(2.35%)
Capital Outlay	9,524,883	5,870,989	21,371,399	21,562,953	9,116,794	9,191,786	11,720,056	(45.65%)
Debt Service	1,611,868	1,728,813	1,593,802	1,593,802	1,593,040	1,593,040	1,593,040	(0.05%)
TOTAL	\$75,436,807	\$70,399,539	\$89,474,727	\$90,824,716	\$77,970,126	\$78,189,500	\$81,071,277	(10.74%)
BUDGET BY FUND								
General Fund	\$26,051,845	\$24,694,668	\$27,204,192	\$27,224,181	\$28,390,577	\$28,526,231	\$28,526,231	4.78%
General Asset Management Fund	8,021,088	3,315,228	1,432,144	1,432,144	2,088,697	2,088,689	2,334,793	
General Revenue Bond Fund	1,594,320	1,592,451	1,812,892	1,812,892	1,809,861	1,809,861	1,809,861	(0.17%)
MERC Fund	38,992,330	39,317,691	43,669,107	44,999,107	39,234,494	39,346,004	41,339,877	(8.13%)
Oregon Zoo Infrastructure & Animal We	777,224	1,479,501	15,356,392	15,356,392	6,446,497	6,418,715	7,060,515	(54.02%)
TOTAL	\$75,436,807	\$70,399,539	\$89,474,727	\$90,824,716	\$77,970,126	\$78,189,500	\$81,071,277	(10.74%)
FULL-TIME EQUIVALENTS (FTE)	346.98	351.98	344.98	345.98	344.53	344.66	344.66	(0.38%)
FTE CHANGE FROM FY 2010-11 AMENDED BUDGET								(1.32)

Metro's Visitor Venues include the Oregon Convention Center (OCC), Portland Center for the Performing Arts (PCPA), Portland Metropolitan Exposition Center (Expo) and Oregon Zoo. Formed in July 2010 to enhance collaboration on operational issues, the team actively works towards a common mission of maintaining world-class gathering and entertainment spaces for residents and visitors.

Through its Metropolitan Exposition Recreation Commission (MERC), Metro benefits from business and community leaders whose expertise and guidance set the strategic business direction for three of the venues: OCC, Expo and PCPA. Commission members are nominated by Clackamas, Multnomah and Washington counties and the City of Portland and appointed by the Metro Council to serve four-year terms.

The Oregon Zoo also benefits from a key public/private partnership through The Oregon Zoo Foundation (OZF), also composed of business and community leaders. The OZF's mission is to foster community pride and involvement in the Oregon Zoo and to secure financial support for the zoo's conservation, education and animal welfare programs.

ABOUT THE VENUES

The Metro visitor venues vary in building type, history, business focus and client mix:

- OCC is designed to maximize the economic benefits for the state and region by attracting out-of-town visitors to conventions and local residents to special events and trade shows.
- PCPA is the cultural hub for the metropolitan region, hosting a variety of performances and entertainment events in its multiple theatres.
- Expo is the region's primary destination for public events and consumer shows, some of which have been held there for 50 years.
- Oregon Zoo is the state's most popular paid attraction whose mission is to inspire visitors to learn about endangered species protection and take action toward native habitat restoration.

Combined, the venues hosted more than 1,500 events/performances in FY 2010-11 that attracted more than 1.7 million people and offered a wide range of experiences for visitors and residents – contributing to the quality of life for the region and beyond. Direct and induced spending generated from venue business totaled \$680 million throughout the tri-county region, and 6,680 jobs were created and/or sustained. State and local transient lodging and business income taxes totaling \$23 million were produced as well.

A General Manager of Visitor Venues leads the MERC venues and the Oregon Zoo, reporting to Metro's Chief Operating Officer. Until July 2010 the MERC venues were supported by its own separate business administration unit providing accounting, financial management and reporting, capital asset maintenance and development, purchasing, contract administration, information system management, human resources and communication services. During FY 2010-11 management of the unit transferred from the General Manager to corresponding organizational units within Metro, following best practices recommendations from FY 2009-10.

PROGRESS ON FY 2010-11 OBJECTIVES AND OTHER MAJOR ACCOMPLISHMENTS

- First Visitor Venue Economic Impact Report for all four venues.
- Continued process improvement project for Event Business Management System (EBMS).
- Secured new operating agreement with The Oregon Zoo Foundation.
- Completed MERC Fund reserves study and recommended designation of specific reserves in FY 2011-12.
- Secured, through RFP process, a new sponsorship and pourage rights contract with Pepsi for all MERC venues; the contract began in March 2011.

SERVICE LEVEL CHANGES FROM FY 2010-11

- The transition of the MERC business management unit to corresponding organizational units within Metro has generated savings. Three positions (Human Resources Manager, Information Technology Manager and Procurement Analyst) previously serving only MERC venues are now generalized and will serve the entire agency. Although MERC venues will pay a proportionate cost of the positions, it will be less than the full costs previously paid.
- MERC capital construction positions have been transferred to Parks and Environmental Services to join a new project management office. This reorganization will generate a net savings of 1.10 FTE for the MERC venues. In December 2011 one position will be eliminated, leaving 1.90 FTE from the new project management office directly charged to the venues.
- Oregon Zoo Conservation Education program is in the process of a reorganization to better meet the needs of Conservation Education throughout Metro. This reorganization includes an increase of a 1.0 FTE Education Manager position. In addition, the operating budget for Zoo Visitor Experience program was increased to support the addition of three premium concerts; a 1.0 FTE catering position was added to replace the position that was temporarily removed in the FY 2010-11 budget; a reclassification of the Deputy Director of Business Operations to a Program Director position; the reduction of a 0.63 FTE Associate Public Affairs Specialist, three part-time temporary positions, reclassification of a Program Supervisor position and the addition of a Web Content and Social Media position due to the restructuring of the Marketing department; and the reclassification of a number of positions in various departments to more appropriately reflect the program needs and position duties. The Zoo Infrastructure and Animal Welfare Bond program FTE decreased 0.92 to reflect the planned completion of the comprehensive capital master planning activities.

MAJOR OBJECTIVES FOR FY 2011-12

- Continue development and implementation of critical financial and administrative management policies, procedures and processes resulting from the MERC/Metro Business Practices Study.
- Emphasize training and business process improvement, especially for users of EBMS.
- Develop performance standards based on industry benchmarks.
- Complete First Opportunity Target Area (FOTA) assessment and present policy recommendations to Council and Commission.

- Conduct needs/strengths assessment of venue communications, marketing, web/social media and public relations functions; implement visitor venue marketing and communications plan; identify functional teams and prepare recommendations for FY 2012-13 resource reallocation.
- Develop strategic business plan in coordination with MERC Commission.
- Complete master planning for Oregon Zoo bond projects and oversee land use approvals.
- Examine the financial operating model for Expo Center and the Oregon Convention Center with an eye to the long-term financial sustainability of the current business models (with or without a convention center hotel).
- Integrate a long-term solution to the budget gap created by the reduction in transient lodging taxes received by PCPA.
- Continue the zoo's successful conservation and education programs and efforts, including leveraging other Metro resources and activities.
- Engage the City of Portland, neighboring zoo institutions and other stakeholders in land-use discussions and processes for the zoo campus. The land-use review must be finalized prior to completing the majority of bond funded capital improvements.
- Develop a comprehensive capital master plan for the bond program including refined project scopes, sequencing, and budget estimates, as well as sustainability initiatives and infrastructure improvements.
- Install a new Point-of-Sale (POS) system for food services at the zoo.

Summary of the Oregon Convention Center

	Audited FY 2008-09	Audited FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12	% Change from Amended FY 2010-11
BUDGET BY CLASSIFICATION								
Personal Services	\$8,313,525	\$8,422,408	\$8,923,956	\$8,923,956	\$9,118,406	\$9,184,586	\$9,184,586	2.18%
Materials and Services	13,498,610	13,853,656	13,353,035	14,564,672	13,161,063	13,086,063	13,263,063	(9.64%)
Capital Outlay	671,604	1,153,733	3,738,105	3,656,468	726,000	801,000	2,089,366	(80.14%)
Debt Service	17,548	136,362	0	0	0	0	0	0.00%
TOTAL	\$22,501,287	\$23,566,159	\$26,015,096	\$27,145,096	\$23,005,469	\$23,071,649	\$24,537,015	(15.25%)
BUDGET BY FUND								
MERC Fund	22,501,287	23,566,159	26,015,096	27,145,096	23,005,469	23,071,649	24,537,015	(15.25%)
TOTAL	\$22,501,287	\$23,566,159	\$26,015,096	\$27,145,096	\$23,005,469	\$23,071,649	\$24,537,015	(15.25%)
FULL-TIME EQUIVALENTS (FTE)	110.30	112.30	110.30	110.30	110.30	110.30	110.30	0.00%
FTE CHANGE FROM FY 2010-11 AMENDED BUDGET								0.00

The Oregon Convention Center serves as a significant economic activity generator for the region and state by attracting out-of-town visitors to national conventions, tradeshows, meetings and special events.

ABOUT THE OREGON CONVENTION CENTER

OCC is the largest convention center in the Pacific Northwest. The 2003 building expansion nearly doubled the size by adding 407,000 square feet to the original 500,000 square feet. The center offers 255,000 square feet of exhibit space, two grand ballrooms sized at 34,500 and 25,200 square feet respectively, 50 meeting rooms, an 820-space covered parking garage, 21 loading bays, food and beverage concession spaces, generous lobby and pre-function areas, and full-service kitchen facilities capable of serving up to 10,000 meals. OCC added Stir Bistro & Lounge in 2009 to offer higher quality, innovative and local food and beverage options to customers and the public. OCC staff provide event services including maintenance, event set-up and tear down and housekeeping functions. Outside contractors provide parking and food and beverage management services.

From 2002 through 2010, OCC generated more than \$4.0 billion in regional economic activity. Its booking policies and management philosophy reflect the national convention business as its primary objective. To achieve this, the center must maintain sufficient operating revenues to manage the facility's first-class condition and adequately fund and support sales and marketing efforts. The Oregon Convention Center hosts approximately 500-600 events and nearly 600,000 visitors annually.

PROGRESS ON FY 2010-11 OBJECTIVES AND OTHER MAJOR ACCOMPLISHMENTS

- Replaced the kitchen cooking equipment with state of the art Rational ovens, new ceiling tiles and new refrigeration units to improve efficiencies and enhance performance and customer service satisfaction levels. Project funded from the capital investment dollars obtained as part of the new food service agreement with ARAMARK/Giacometti Partners.
- Finished several major capital projects in FY 2010-11 in addition to the kitchen upgrades including small wares purchases, parking equipment, additional equipment and upgrades, automatic hand dryer installation in all OCC restrooms, major lighting fixture replacement in the exhibit halls and lobby spaces that will save OCC more than \$100,000 per year, complete renovation and retrofit of the movable air walls for the ABC Meeting Rooms, Oregon Ballroom and Exhibit Hall A/A1 for customer service and safety improvements and purchased three new electric fork lifts replacing the gasoline propelled fork lifts.
- During the OCC all staff winter retreat, staff performed community outreach with the Sunshine Division to help complete 2,500 dinner boxes delivered each Christmas to needy families.
- Completed the annual economic and fiscal impact study for OCC.

SERVICE LEVEL CHANGES FROM FY 2010-11

- No increases in FTE with more emphasis on customer service and retaining repeat clients and helping to increase attendance to the consumer shows.
- Thirty national/regional conventions are booked for FY 2011-12, reflecting a decrease of seven from FY 2010-11.

MAJOR OBJECTIVES FOR FY 2011-12

- Increase recycling diversion rates with a goal of 65 percent for FY 2011-12.
- Finish new kitchen improvements to improve OCC's food and beverage capacity for all functions.
- Complete construction, open and operate the Hoyt Street Café project on the Metro Plaza through ARAMARK to help train and engage disadvantaged people who want to enter the food and beverage business.
- Continue the commissioning of all OCC systems for LEED certification and for efficiencies of operations to make sure everything is running according to system specifications and maximum efficiencies to save money and energy.
- Complete construction, open and operate the new Convention Center Plaza located across from OCC on Martin Luther King Jr. Boulevard by September 2011.

PROGRAMS FOR FY 2011-12

Regional Services

Conventions, Trade and Consumer Shows – The Oregon Convention Center and the Portland Expo Center attract visitors to international, national and regional events that contribute to the livability of this region.



Summary of Portland Center for the Performing Arts

	Audited FY 2008-09	Audited FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12	% Change from Amended FY 2010-11
BUDGET BY CLASSIFICATION								
Personal Services	\$5,352,701	\$5,096,747	\$5,606,405	\$5,606,405	\$5,605,736	\$5,634,176	\$5,634,176	(0.01%)
Materials and Services	3,678,659	4,096,194	3,617,627	3,575,153	3,770,199	3,770,199	3,885,706	5.46%
Capital Outlay	233,647	273,303	767,000	1,009,474	350,000	350,000	575,000	(65.33%)
TOTAL	\$9,265,007	\$9,466,244	\$9,991,032	\$10,191,032	\$9,725,935	\$9,754,375	\$10,094,882	(4.56%)
BUDGET BY FUND								
MERC Fund	9,265,007	9,466,244	9,991,032	10,191,032	9,725,935	9,754,375	10,094,882	(4.56%)
TOTAL	\$9,265,007	\$9,466,244	\$9,991,032	\$10,191,032	\$9,725,935	\$9,754,375	\$10,094,882	(4.56%)
FULL-TIME EQUIVALENTS (FTE)	46.40	46.40	46.40	46.40	47.40	47.40	47.40	2.16%
FTE CHANGE FROM FY 2010-11 AMENDED BUDGET								1.00

Portland Center for the Performing Arts (PCPA) provides superior, responsibly managed performance spaces that foster an environment in which diverse performing arts, events and audiences flourish.

ABOUT PORTLAND CENTER FOR THE PERFORMING ARTS

PCPA is a cultural center for the region and the hub of downtown Portland's thriving Broadway Cultural District. The center draws roughly one million visitors each year to enjoy world class performance arts and entertainment, contributing to a vibrant and culturally rich region.

This leading cultural institution encompasses three venues: the Keller Auditorium (built in 1917 and modernized in 1968), Arlene Schnitzer Concert Hall (a historic 1928 vaudeville and movie house, restored in 1984), and Antoinette Hatfield Hall (built in 1989), which includes the Newmark Theatre, Dolores Winningstad Theatre and Brunish Hall.

PROGRESS ON FY 2010-11 OBJECTIVES AND OTHER MAJOR ACCOMPLISHMENTS

- Major repairs to the exterior of the Arlene Schnitzer Concert Hall began. This project will span two fiscal years, and benefitted from a favorable bidding climate.
- Completed schematic design development for improvements to the Arlene Schnitzer Concert Hall and the conceptual design for a new adjacent iconic structure on Main Street.
- Performed customer experience audit of Keller Auditorium in collaboration with Portland Opera and began implementing measures to enhance the customer experience there and in the other PCPA venues.
- Completed annual economic and fiscal impact study for PCPA.
- Participated in International Association of Assembly Managers performing arts center operations benchmark study.
- Second year of lowered facility rental rates and user fees for all resident arts companies to provide financial assistance in a challenging economic downturn.
- Implemented new computer software to effectively schedule admissions and operations staff.
- Collaborated with Handmade Northwest to create an artists market during the annual Summer Arts on Main series.
- PCPA volunteers introduced brown bag lunches featuring performances by our resident companies and local non-profits.
- Remodeled two Keller concession areas for greater efficiency, aesthetics and increased points of sales.
- Produced five art exhibits in the Artbar Gallery that included collaborations with Blue Sky Gallery, Regional Arts and Culture Council, Portland Open Studios and Stumptown Comics Fest.
- Noteworthy capital projects included replacement of the chiller at Hatfield Hall and Arlene Schnitzer Concert Hall roof repairs.
- RFP for new ticketing services issued.

SERVICE LEVEL CHANGES FROM FY 2010-11

- The number of Broadway series' weeks affect every budget year at PCPA. For FY 2011-12 the series is scheduled for 12.5 weeks compared to 13 weeks in FY 2010-11 and nine weeks in FY 2009-10. The Broadway Series is an important source of revenue for PCPA but also increases expenses in utilities and event labor. Some dates opened up by the ballet and opera increase the opportunity to book more commercial shows which will have a positive financial impact on PCPA.
- The part-time Marketing and Promotions Coordinator II position increases to full time with an emphasis on enhancing sales, marketing through the website web-design. Forty hours of part time custodial labor is reduced to provide a Utility lead position on the graveyard shift and the Maintenance and Construction Supervisor position is eliminated. Staffing levels increased by 1.00 FTE overall.
- Broadway and commercial rental rates will increase by 3 percent; user fees for resident tenants will increase by \$0.50 per ticket.

MAJOR OBJECTIVES FOR FY 2011-12

- Complete building maintenance repair project to preserve the exterior on the Arlene Schnitzer Concert Hall.
- A drop in transient lodging tax in FY 2009-10 created a significant revenue challenge that needs to be addressed in FY 2011-12 with a long term plan for increasing revenue.
- Work with the PCPA Foundation to launch fundraising plan for the Schnitzer/Main Street Project.
- Begin re-branding exercise for PCPA via logo and website redesign and possible launch of a membership program. This initiative will elevate the PCPA brand so it can be leveraged for naming, sponsorship and other fundraising campaigns.

PROGRAMS FOR FY 2011-12

Regional Services

Performing Arts, Arts and Culture – Portland Center for the Performing Arts is the hub of downtown Portland's thriving Broadway Cultural District. The center draws roughly one million visitors each year to enjoy world class performance arts and entertainment, contributing to a vibrant and culturally rich region.



Summary of the Portland Metropolitan Exposition Center

	Audited FY 2008-09	Audited FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12	% Change from Amended FY 2010-11
BUDGET BY CLASSIFICATION								
Personal Services	\$1,483,747	\$1,373,102	\$1,501,164	\$1,501,164	\$1,527,826	\$1,535,806	\$1,535,806	1.78%
Materials and Services	2,626,521	2,346,555	2,904,065	2,873,348	2,692,241	2,692,241	2,753,241	(6.30%)
Capital Outlay	173,682	145,933	492,000	522,717	275,000	275,000	300,000	(47.39%)
Debt Service	1,192,231	1,188,631	1,189,132	1,189,132	1,188,632	1,188,632	1,188,632	(0.04%)
TOTAL	\$5,476,181	\$5,054,221	\$6,086,361	\$6,086,361	\$5,683,699	\$5,691,679	\$5,777,679	(6.62%)
BUDGET BY FUND								
General Revenue Bond Fund	1,192,231	1,188,631	1,189,132	1,189,132	1,188,632	1,188,632	1,188,632	(0.04%)
MERC Fund	4,283,950	3,865,590	4,897,229	4,897,229	4,495,067	4,503,047	4,589,047	(8.21%)
TOTAL	\$5,476,181	\$5,054,221	\$6,086,361	\$6,086,361	\$5,683,699	\$5,691,679	\$5,777,679	(6.62%)
FULL-TIME EQUIVALENTS (FTE)	13.30	13.30	13.30	13.30	13.30	13.30	13.30	0.00%
FTE CHANGE FROM FY 2010-11 AMENDED BUDGET								0.00

Portland Metropolitan Exposition Center

Expo is a multi-purpose facility that has become the region's primary destination for consumer public shows, trade shows and special feature events.

ABOUT THE PORTLAND METROPOLITAN EXPOSITION CENTER

Significant upgrades and renovations updated the complex into a modern facility offering two column-free exhibition halls. The 52-acre campus includes five connected buildings comprising nearly 333,000 square feet of exhibit space, ten meeting rooms, a full service commercial kitchen, parking for 2,500 vehicles and a convenient connection to TriMet's Interstate MAX light rail line. Expo is host to approximately 100 events and 450,000 visitors each year and stands out as a premiere facility of its kind on the West Coast.

PROGRESS ON FY 2010-11 OBJECTIVES AND OTHER MAJOR ACCOMPLISHMENTS

- Submitted an Expo Center Conditional Use Master Plan for review and received approval from the City of Portland, Bureau of Development Services.
- Remodeled and converted Meeting Room D-103 into the "West Delta Bar & Grill."
- Completed annual economic and fiscal impact study for the Portland Expo Center.
- Developed an Expo Marketing Team including Gard Communications and OakTree Digital companies.
- Completed capital projects including the installation of seismic gas valves, replacement of Halls D and E HVAC controllers, replacement of Hall D support lighting controls and replacement of the venue's Fire Alarm Control Panel.

SERVICE LEVEL CHANGES FROM FY 2010-11

Individual space (exhibit hall/meeting room) rental rates will increase by approximately 3 percent and combined exhibit hall rental fees will increase by approximately 6 percent. No other service changes are expected.

MAJOR OBJECTIVES FOR FY 2011-12

- Continue participation in the Columbia River Crossing planning project in partnership with Metro staff.
- Complete roll-out and implementation of the Expo Marketing Team plan developed in FY 2010-11.
- Complete capital projects including a Hall E structural issue remedy, the purchase of two portable bleacher units, replacement of Hall E lobby carpet and as needed parking lot asphalt maintenance/removal and/or replacement.

PROGRAMS FOR FY 2011-12

Regional Services

Conventions, Trade and Consumer Shows – The Oregon Convention Center and the Portland Metropolitan Exposition Center attract visitors to international, national and regional events that contribute to the livability of this region.

Summary of MERC Administration

	Audited FY 2008-09	Audited FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12	% Change from Amended FY 2010-11
BUDGET BY CLASSIFICATION								
Personal Services	\$2,357,684	\$1,907,883	\$1,958,151	\$1,958,151	\$1,424,703	\$1,433,613	\$1,433,613	(27.24%)
Materials and Services	426,801	410,021	705,599	705,599	583,320	583,320	583,320	(17.33%)
Capital Outlay	157,601	101,794	102,000	102,000	0	0	102,000	(100.00%)
TOTAL	\$2,942,086	\$2,419,698	\$2,765,750	\$2,765,750	\$2,008,023	\$2,016,933	\$2,118,933	(27.40%)
BUDGET BY FUND								
MERC Fund	2,942,086	2,419,698	2,765,750	2,765,750	2,008,023	2,016,933	2,118,933	(27.40%)
TOTAL	\$2,942,086	\$2,419,698	\$2,765,750	\$2,765,750	\$2,008,023	\$2,016,933	\$2,118,933	(27.40%)
FULL-TIME EQUIVALENTS (FTE)	21.00	22.00	20.00	20.00	14.85	14.85	14.85	(25.75%)
FTE CHANGE FROM FY 2010-11 AMENDED BUDGET								(5.15)

The MERC Administration group continues its consolidation with the Metro business practice lines. All units began reporting to Metro managers on July 1, 2010. The budget for FY 2011-12 continues the migration. MERC staff providing service exclusively to the MERC venues remains in the MERC Fund; MERC staff providing service to other areas in addition to the MERC venues has been moved into Metro service areas and has become part of cost allocation plan.

SERVICE LEVEL CHANGES FROM FY 2010-11

- The General Manager for Visitor Venues has been allocated to MERC Venues and the Oregon Zoo; administrative support has been allocated similarly.
- A procurement analyst and a Human Resources manager have been transferred to Finance and Regulatory Services and Human Resources, respectively, and are included in the cost allocation plan.
- Two information systems positions have been transferred to Information Services, reclassified and included in the cost allocation plan; two information systems positions remain in the MERC Fund.
- Three MERC construction positions have been transferred to Parks and Environmental Services to join a new project management office. This reorganization will generate a net savings of 1.10 FTE for the MERC venues. In December 2011 one position will be eliminated leaving 1.90 FTE from the new project management office directly charged to the venues.

Summary of the Oregon Zoo

	Audited FY 2008-09	Audited FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12	% Change from Amended FY 2010-11
BUDGET BY CLASSIFICATION								
Personal Services	\$15,871,712	\$15,912,874	\$16,850,690	\$16,914,690	\$17,868,854	\$17,976,726	\$17,976,726	5.64%
Materials and Services	10,690,096	9,380,297	11,088,834	11,044,823	11,507,944	11,507,944	11,507,944	4.19%
Capital Outlay	8,288,349	4,196,226	16,272,294	16,272,294	7,765,794	7,765,786	8,653,690	(52.28%)
Debt Service	402,089	403,820	404,670	404,670	404,408	404,408	404,408	(0.06%)
TOTAL	\$35,252,246	\$29,893,217	\$44,616,488	\$44,636,477	\$37,547,000	\$37,654,864	\$38,542,768	(15.88%)
BUDGET BY FUND								
General Fund	\$26,051,845	\$24,694,668	\$27,204,192	\$27,224,181	\$28,390,577	\$28,526,231	\$28,526,231	4.28%
General Asset Management Fund	\$8,021,088	\$3,315,228	\$1,432,144	\$1,432,144	\$2,088,697	\$2,088,689	\$2,334,793	45.84%
General Revenue Bond Fund	402,089	403,820	623,760	623,760	621,229	621,229	621,229	(0.41%)
Oregon Zoo Infrastructure & Anima	777,224	1,479,501	15,356,392	15,356,392	6,446,497	6,418,715	7,060,515	(58.02%)
TOTAL	\$35,252,246	\$29,893,217	\$44,616,488	\$44,636,477	\$37,547,000	\$37,654,864	\$38,542,768	(15.88%)
FULL-TIME EQUIVALENTS (FTE)	155.98	157.98	154.98	155.98	158.68	158.81	158.81	1.73%
FTE CHANGE FROM FY 2010-11 AMENDED BUDGET								2.83

The Oregon Zoo's mission is "Inspiring our community to create a better future for wildlife."

ABOUT THE OREGON ZOO

The Oregon Zoo contributes significantly to the livability of the Portland metropolitan area. The zoo is an important conservation education asset, providing learning opportunities for people of all ages. The zoo strives to motivate people to care and act on behalf of wildlife by providing opportunities for observation, discovery and engagement. The zoo serves as a regional conservation, education and recreation resource, enhancing the quality of life and assisting in economic development as a tourist attraction and community asset. As the top paid attraction in the state, the zoo is expected to draw more than 1.6 million visitors in FY 2011-12, providing fun, affordable and safe entertainment for families.

The zoo contributes to wildlife conservation through camps, classes and lectures, as well as direct conservation field work. Conservation education programs include summer camp, ZooSnooze and "Wild Life Live" shows. The zoo researches and shares techniques for improving animal husbandry, exhibit environments, animal management and captive propagation. The zoo also cooperates with The Association of Zoos & Aquariums' Species Survival Plans and other conservation efforts to house and breed endangered and threatened species.

In November 2008 Metro region voters approved a \$125 million bond measure authorizing Metro to issue general obligation bonds to protect animal health and safety and to conserve and recycle water. The bonds will finance multiple capital projects within the zoo's existing campus and are planned to fund the capital improvements for a remote elephant center. Major projects or initiatives underway include the completion of the Veterinary Medical Center, Land-Use Activities, completion of the Program Master Planning for Bond Project Scope and Sequencing and the Waste and Storm Water Master Planning.

The Oregon Zoo activity is budgeted in three funds: the General Fund, the General Asset Management Fund and the Oregon Zoo Infrastructure and Animal Welfare Bond Fund. It is organized into divisions, including Living Collections, Conservation, Volunteer Resources, Guest Services, Facilities Management, Marketing, Administration and bond program.

PROGRESS ON FY 2010-11 OBJECTIVES AND OTHER MAJOR ACCOMPLISHMENTS

- Opened the *Red Ape Reserve* exhibit in summer 2010.
- Operated a successful temporary dinosaur exhibit during the 2010 summer season.
- Following recommendations from the MERC/Metro Business Practices study the zoo implemented EBMS software for event scheduling to better align and share resources with MERC.
- Continued the zoo's successful conservation and education programs and efforts that included working with Metro Educators to create a common vision and program.
- Completed the overall planning for the bond funded capital projects.

- Began the engagement with the City of Portland, neighboring zoo institutions and other stakeholders in land-use discussions and processes for the zoo campus.
- Substantially completed the bond funded master planning process that includes project scoping and sequencing and budget estimates.
- Made significant progress on the construction of the Veterinary Medical Center.
- Completed the Penguin Water Filtration Upgrade project and the Water Main Pressure Reducing and Double Check Assembly Replacement project.
- Served more than 900,000 people in 1,700 conservation education programs, including ZooCamp for more than 4,800 children.
- Reached record-breaking calendar year attendance of 1,645,843 million guests and record-breaking ZooLights attendance of 141,716.

SERVICE LEVEL CHANGES FROM FY 2010-11

The operating budget for the Zoo Visitor Experience program includes an increase of materials and services to support the addition of three premium concerts; an addition of a 1.0 FTE catering position to replace the position that was temporarily removed in the FY 2010-11 budget; a reclassification of the Deputy Director of Business Operations to a Program Director position; the reduction of a 0.63 FTE Associate Public Affairs Specialist and three part-time temporary positions, reclassification of a Program Supervisor position and the addition of a Web Content and Social Media position due to the restructuring of the Marketing department; and the reclassification of a number of positions in various departments to more appropriately reflect the program needs and position duties. In addition, 0.25 FTE was added for the General Manager of Visitor Venues and 0.15 FTE for a Program Analyst II position to support the General Manager.

The conservation surcharge continues to support internal conservation programs, and a new Education Manager position will energize a cross-functional approach to delivering all Metro's education programs. The Sustainable Metro Initiative in 2008 identified the need to consolidate all conservation education at Metro. A plan for consolidating the human and financial resources of Education staff at both the Sustainability Center and the Oregon Zoo begins in this budget. The overall vision is to create a region wide program that creates environmental stewardship in our community through classes, camps, school curriculum and youth leadership programming. By combining the staffs from the Resource Conservation and Recycling programs in the Sustainability Center, the zoo and community programs given by parks' naturalists, a framework will be created to provide real behavior change by centering programming at the zoo, which already has an audience of more than 1.6 million people and an award winning youth program. A common classification for educators across all programs is underway. In FY 2011-12 we will undertake a one-to-two year transition to create a unified set of curricula that serves K-12 children in a variety of programs designed to increase environmental awareness and future consumer behaviors and lifestyles. This transition will be led by the Sustainability Center and the Oregon Zoo with staff eventually reporting to the zoo management team, dovetailing with the planning and eventual opening of the new Conservation Education facility, an important zoo bond project. The new Education Manager will be responsible for meeting specific benchmarks to achieve the integration and vision during the transition period.

The Zoo Infrastructure and Animal Welfare Bond program decreased 0.92 FTE to reflect the planned completion of the comprehensive capital master planning activities. The bond program will have 5.58 FTE in FY 2011-12. In addition, 1.0 FTE Program Supervisor II was reclassified to a Manager II position in FY 2010-11.

MAJOR OBJECTIVES FOR FY 2011-12

In FY 2011-12 the zoo will:

- Install a new point-of-sale system.
- Successfully market and operate a temporary dinosaur exhibit for summer 2011 and open a temporary butterfly exhibit in spring 2012.
- Continue the zoo's successful conservation and education programs and efforts, including leveraging other Metro resources and activities.
- Complete the master planning process for the bond funded capital projects including refining project scopes, sequencing and budget estimates.
- Develop a comprehensive capital master plan for the bond program including refined project scopes, sequencing, and budget estimates, as well as sustainability initiatives and infrastructure improvements.
- Engage the City of Portland, neighboring zoo institutions and other stakeholders in land-use discussions and processes for the zoo campus. The land-use review must be finalized prior to completing the majority of bond funded capital improvements.
- Finalize the land-use review process with the City of Portland.
- Complete the Veterinary Medical Center.

PROGRAMS FOR FY 2011-12

Healthy Environment

Zoo Conservation Education – The Zoo Conservation Education program identifies and implements *in situ* and *ex situ* wildlife conservation through direct fieldwork, research, improved animal husbandry techniques and captive propagation. In addition to cooperating with Association of Zoos & Aquariums and the Northwest Zoo & Aquarium Alliance, the zoo participates in species survival plans and partners with several other conservation groups to conserve endangered and threatened species in our care and in nature.

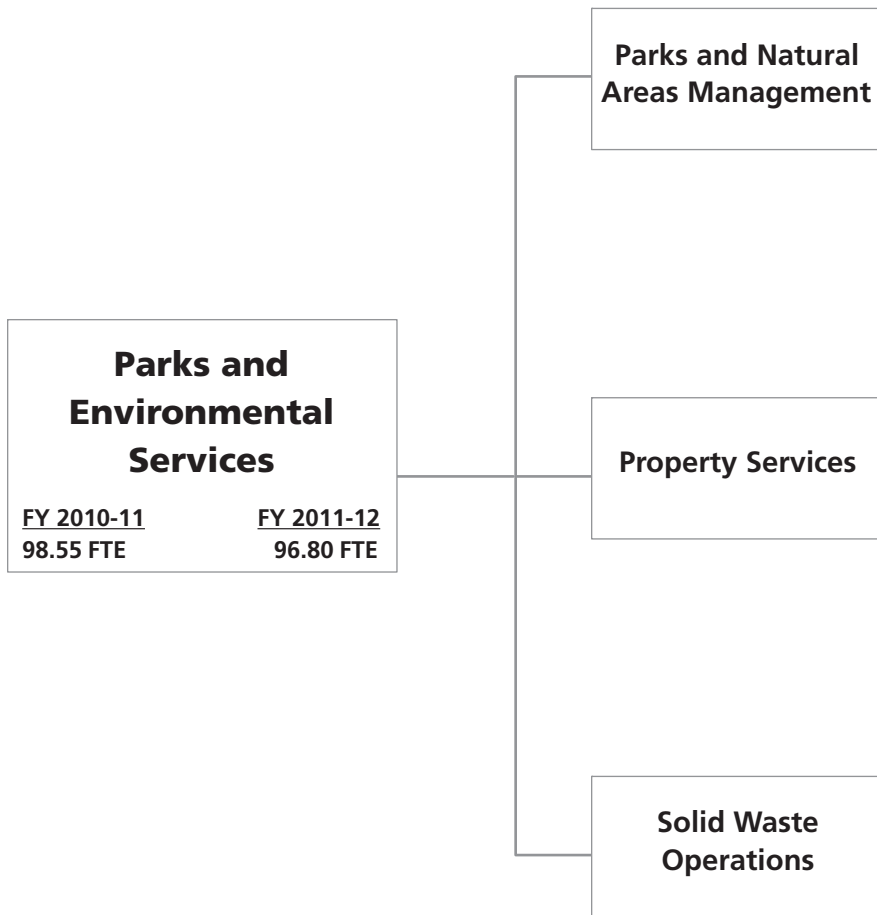
The education aspect of this program provides learning opportunities for people of all ages and cultures. The zoo develops leaders and community relationships, encourages growth and inspires change through vital and dynamic volunteer opportunities. Zoo programs and materials increase the public's understanding of conservation issues and the need for direct action related to clean air and water, the management of resources for future generations and improving access to nature.

Regional Services

Zoo Infrastructure and Animal Welfare Bond Program – The Zoo Infrastructure and Animal Welfare Bond program (A Better Zoo program) represents the capital planning and construction activities funded by the November 2008 general obligation bond authority. Bond proceeds will finance master planning and land use approval activities, multiple capital projects within the zoo’s existing campus, as well as potentially fund capital improvements for a remote elephant center. The program includes 5.58 FTE to administer upcoming projects. Initial projects include comprehensive capital master planning, zoo campus land-use activities, replacing the zoo’s veterinary medical center and quarantine facilities, upgrading the penguin exhibit filtration system, replacing the zoo’s main water backflow and pressure reducing valve, planning work and design of the elephant on-site exhibit expansion and planning work for the possible development of a remote elephant center.

Zoo Visitor Experience – The Zoo Visitor Experience program represents the primary activities that occur at the zoo campus. Supporting the zoo’s mission, the zoo provides guests the opportunity for observation, discovery and engagement of animals in naturalistic environments. To meet guest expectations, provide positive experiences, and to generate enterprise revenues, the zoo provides many services and activities, such as admissions, food services, campus security, facility management, public events, cafeteria venues, marketing and the zoo railway.

Parks and Environmental Services



Summary of Parks and Environmental Services

	Audited FY 2008-09	Audited FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12	% Change from Amended FY 2010-11
BUDGET BY CLASSIFICATION								
Personal Services	\$9,409,656	\$8,885,024	\$9,325,883	\$9,401,483	\$9,710,882	\$9,768,962	\$9,768,962	3.91%
Materials and Services	35,089,491	35,143,322	38,487,542	38,269,051	36,953,262	37,351,099	37,362,099	(2.37%)
Capital Outlay	4,042,480	3,047,305	5,117,738	5,237,738	4,207,179	4,509,793	4,665,793	(10.92%)
Debt Service	4,697,481	0	0	0	0	0	0	0.00%
TOTAL	\$53,239,108	\$47,075,651	\$52,931,163	\$52,908,272	\$50,871,323	\$51,629,854	\$51,796,854	(2.10%)
BUDGET BY FUND								
General Fund	\$5,057,180	\$6,568,190	\$6,942,305	\$6,919,414	\$6,459,391	\$6,482,041	\$6,493,041	(6.16%)
General Asset Management Fund	3,039,798	3,224,531	1,390,860	1,390,860	1,721,912	1,897,737	2,053,737	
Smith & Bybee Lakes Fund	0	38,014	130,000	130,000	65,000	65,000	65,000	(50.00%)
Solid Waste Revenue Fund	45,142,130	37,244,916	44,467,998	44,467,998	42,625,020	43,185,076	43,185,076	(2.89%)
TOTAL	\$53,239,108	\$47,075,651	\$52,931,163	\$52,908,272	\$50,871,323	\$51,629,854	\$51,796,854	(2.10%)
FULL-TIME EQUIVALENTS (FTE)	112.80	104.55	97.55	98.55	96.80	96.80	96.80	(1.78%)
FTE CHANGE FROM FY 2010-11 AMENDED BUDGET								(1.75)

Parks and Environmental Services

Parks and Environmental Services' primary purpose is to operate Metro's parks, historic pioneer cemeteries, solid waste facilities and the Metro Regional Center building and associated services efficiently and sustainably.

ABOUT PARKS AND ENVIRONMENTAL SERVICES

Parks and Environmental Services contributes directly to the preservation of the region's livability and supports the goals and objectives developed by the Metro Council by providing for the safe, efficient and effective disposal of solid and household hazardous waste, and by providing places for the residents of the region to hike, fish, picnic, birdwatch, golf, swim and play while engaging in their natural surroundings. Parks and Environmental Services is divided into three budgetary programs: Parks Management, Property Services and Solid Waste Operations.

To carry out its strategies to provide safe and enjoyable places for the public to engage in nature-based recreational activities, Parks and Environmental Services maintains and operates, either directly or through service contracts, Oxbow Regional Park, Blue Lake Regional Park, Howell Territorial Park, Chinook Landing Marine Park, M. James Gleason Boat Ramp, Sauvie Island Boat Ramp, Smith and Bybee Wetlands Nature Park, Mt. Talbert Nature Park, Cooper Mountain Nature Park, Graham Oaks Nature Park, multiple residential and agricultural leases on Metro natural areas, and Glendoveer Golf Course. In addition, 14 pioneer cemeteries are actively managed and maintained for the use of residents in the region.

To carry out its strategies for the environmentally sound disposal of waste, Parks and Environmental Services manages two transfer stations and two hazardous waste processing facilities, a latex paint recycling and reuse facility, contracts for disposal of solid waste and hazardous waste and monitors the region's two largest inactive landfills (St. Johns Landfill and Killingsworth Fast Disposal Landfill).

Property Services (Building and Security Services and Office Services) provides efficient and effective customer-driven services in support of operating units to successfully achieve their business goals. Property Services also provides centralized Metro Fleet services.

PROGRESS ON FY 2010-11 OBJECTIVES AND OTHER MAJOR ACCOMPLISHMENTS

Completed:

- Begin operations of the Graham Oaks Nature Park near Wilsonville.
- Complete Irving Street parking garage renovation.
- Implement PaintCare contract at the Metro Latex Paint facility.

In Process:

- Implement audit recommendations for Metro's fleet.
- Rebuild Blue Lake Park sewage pumps.
- Make necessary repairs at Metro Central Transfer Station to accommodate the organics transfer operation.

Cemetery program:

Reviewed 58,000 interment records and began creating an electronic tracking system for associated record-keeping; digitized two dozen interment books dating from the 1890s to the 1920s and prepared a preservation plan for the books; convened community stakeholders and created a strategic communications and fundraising plan for Metro's Lone Fir Cemetery – Block 14 Memorial Park to honor the Chinese settlers and 19th century mental health patients who endured segregation and discrimination during the founding years of the Portland region.

Parks program:

Completed several small capital projects, including completion of the final three shelter roofs at Blue Lake Park and construction of the Brainard cemetery retaining wall; welcomed more than 1.2 million visitors and operated and maintained parks, natural areas and recreation facilities.

Property Services:

Completed repairs to the Irving Street Garage and reopened for full business in November; conducted overhaul of fleet management including altering contract with Multnomah County and implementing new fleet management software.

Solid Waste Operations:

Implemented contract with PaintCare for recycling the majority of latex paint in the State of Oregon and continued an exclusive agreement with Miller Paint to sell Metro's recycled latex paint; completed renovation of compactors at the Metro South Transfer Station; set all-time records for the percentage of materials recovered from the waste at Metro's transfer stations; completed a project to provide increased natural lighting at Metro South transfer station; installed improved heating and ventilation equipment at Metro South Hazardous Waste that will reduce energy consumption.

SERVICE LEVEL CHANGES FROM FY 2010-11

Parks and Environmental Services includes few enhancements or changes from FY 2010-11 service levels.

- PES Financial services eliminates one position and transfers one position to Procurement Services in Finance and Regulatory Services.
- A principal planner is assigned to PES to lead the Solid Waste Road Map Project.
- The new Property and Project Management Office integrates the MERC construction group under single management and a position is eliminated at Dec. 31, 2011 (0.5 FTE).

The Property Services program incorporates the following change:

- Parking fee increases will generate additional revenue to support current parking upgrades and maintenance.

The Solid Waste Operations program incorporates the following changes:

- Metro will study alternative uses for methane gas generated at the St. Johns Landfill.
- Metro will design and implement improvements in stormwater collection and treatment and more energy-efficient lighting at the Metro Central Transfer Station.
- The reinstated household hazardous waste fee will generate additional revenue to support the hazardous waste disposal at the transfer stations.

MAJOR OBJECTIVES FOR FY 2011-12

- Implement a Property and Project Management Office as part of Parks and Environmental Services.
- Install new signage at multiple Pioneer Cemeteries.
- Replace roof on the Howell-Bybee historical house.
- Replace 280 feet of wooden dock boat concessions at Blue Lake Park.
- Complete improvements at Metro Central to increase the capacity to handle commercial organic food waste and add capability to handle residential food waste.

- Negotiate an extension of the contract with PaintCare until the completion of the program pilot phase.

PROGRAMS FOR FY 2011-12

Great Communities

Parks and Property Management – The purpose of the Parks and Property Management program is to provide efficient and cost effective management of regional parks including visitor service, maintenance and resolution of adjacent land owners' issues and concerns. The program is also responsible for the enforcement of Metro Title 10 regulations for the protection of existing regional parks, cemeteries, golf courses, marine facilities and the day-to-day management of rental home properties and agricultural and commercial leases. Parks and Property Management staff are also responsible for managing residential and agricultural leases on Metro natural areas property.

Environmental Health

Solid Waste Operations – The Solid Waste Operations program includes three specific service areas:

Disposal Services– The primary purpose of this service area is to provide comprehensive solid waste disposal services to commercial haulers and the public. Metro's two transfer stations are managed within this service area.

Hazardous Waste Reduction– This service area contributes toward reducing the toxicity of the waste stream and reducing the amount of hazardous materials that enters the environment. To achieve these goals, this service area collects hazardous wastes from households and small commercial generators, recovers latex paint, fuels, and other materials and disposes of hazardous waste in an environmentally sound manner.

Landfill Stewardship– This service area provides effective stewardship of the region's two largest inactive solid waste landfills. It ensures compliance with all federal, state and local regulations applicable to landfill closure operations and post-closure requirements. Within this service area, commercial quantities of landfill gas (methane) are recovered and sold to an end-user.

Responsible Operations

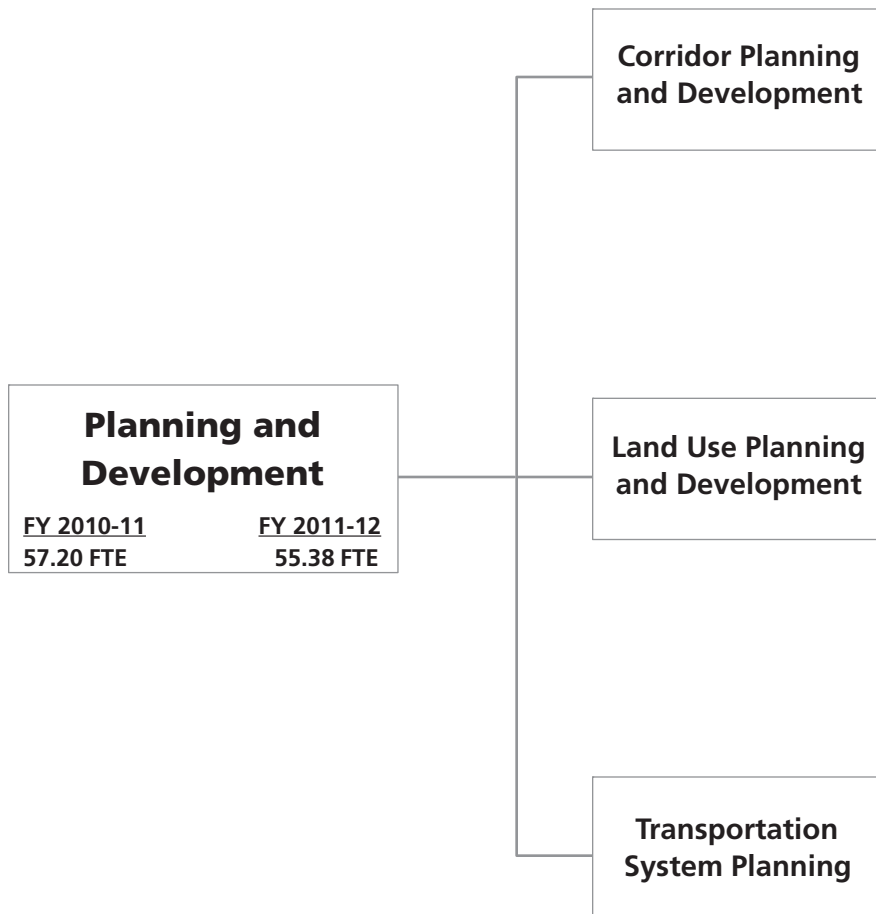
Property Services – Property Services provides efficient and effective customer-driven services in support of operating units to achieve their business goals successfully. The program maintains safe and healthy operations within the Metro Regional Center and Irving Street Parking Structure. The Property Services budget program includes two services: building and security services and office services.

Building and Security Services – manages the physical operations of the Metro Regional Center for employees, centers, services, tenants and visitors. Services include construction management, space planning and remodeling, maintenance and janitorial services, telecommunications support, fleet vehicle operations and employee and visitor parking. Integration of sustainable features and management practices remains a priority. It also provides security operations, access control, fire protection and emergency response. This section provides centralized mail and courier service to all facilities and serves as central receiving for deliveries to the Metro Regional Center.

Office Services – receives Metro visitors and provides information to Metro's constituents. Office services operates Metro's retail store for park passes, maps and publications. It also provides fleet reservations.



Planning and Development



Summary of Planning and Development

	Audited FY 2008-09	Audited FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12	% Change from Amended FY 2010-11
BUDGET BY CLASSIFICATION								
Personal Services	\$5,699,845	\$5,765,741	\$6,087,179	\$6,174,185	\$6,336,181	\$6,369,409	\$6,369,409	3.16%
Materials and Services	3,656,244	5,051,104	9,327,050	9,388,303	9,458,570	9,705,232	10,100,232	7.58%
Debt Service	598,725	0	0	0	0	0	0	0.00%
TOTAL	\$9,954,814	\$10,816,845	\$15,414,229	\$15,562,488	\$15,794,751	\$16,074,641	\$16,469,641	5.83%
BUDGET BY FUND								
General Fund	\$9,954,814	\$10,816,845	\$15,414,229	\$15,562,488	\$15,794,751	\$16,074,641	\$16,469,641	5.83%
TOTAL	\$9,954,814	\$10,816,845	\$15,414,229	\$15,562,488	\$15,794,751	\$16,074,641	\$16,469,641	5.83%
FULL-TIME EQUIVALENTS (FTE)	54.15	57.60	56.30	57.20	55.38	55.38	55.38	(3.18%)
FTE CHANGE FROM FY 2010-11 AMENDED BUDGET								(1.82)

Planning and Development works with communities throughout the region to boost economic vitality, provide transportation choices and prepare for population growth consistent with shared local and regional aspirations. These efforts are guided by the 2040 Growth Concept and the Metro Council's adopted six desired regional outcomes: vibrant communities, economic prosperity, safe and reliable transportation, clean air and water, climate change leadership and equity. Planning and Development staffs the Joint Policy Advisory Committee on Transportation and the Metropolitan Policy Advisory Committee and their related technical committees. It also performs all the federally mandated functions required of a Metropolitan Planning Organization (MPO).

ABOUT PLANNING AND DEVELOPMENT

Using collaborative approaches, the department helps leverage public and private sector investments to meet local and regional aspirations by:

- Developing policies and programs that guide regional and local land use and transportation planning.
- Providing technical assistance, education and outreach to facilitate implementation.
- Distributing transportation project funding.
- Financing transit oriented development projects and activities in centers and corridors.
- Advancing high capacity transit and multimodal transportation projects.

Planning and Development has three divisions:

- **Corridor Planning and Development** – advancing federally funded public transit projects such as light rail, commuter rail and streetcar through planning and environmental phases of development; and completion of integrated land use and transportation plans for mobility corridors including actions intended to stimulate community and economic development.
- **Land Use Planning and Development** – implementing the Region 2040 Growth Concept through policy development, direct investment, education and technical assistance programs, monitoring local compliance with the region's adopted policies and other outcomes-based, performance-based growth management activities.
- **Transportation System Planning** – including all functions critical to Metro's role as the federally designated Metropolitan Planning Organization, such as gaining regional consensus on transportation funding priorities, developing and implementing the 20-year Regional Transportation Plan and leading the Transportation System Management and Operations program to make the most efficient use of our existing infrastructure.

Planning and Development carries out its responsibilities through significant engagement with cities and counties, the Oregon Department of Transportation, the Department of Land Conservation and Development and other state agencies, TriMet, the Port of Portland, the development community, non-government advocacy and professional organizations and the public.

Planning and Development supports elected and appointed officials on the Metropolitan Policy Advisory Committee (MPAC) and the Joint Policy Advisory Committee on Transportation (JPACT). Staff also supports each group's technical advisory group – the Metropolitan Technical Advisory Committee (MTAC) and the Transportation Policy Advisory Committee (TPAC), and supports the Transit Oriented Development (TOD) Steering Committee.

PROGRESS ON FY 2010-11 OBJECTIVES AND OTHER MAJOR ACCOMPLISHMENTS

Planning and Development accomplishments in FY 2010-11 included a wide range of activities that support Metro goals.

- Heightened efforts to inspire local jurisdictions to implement policies and tools that increase capacity and create vibrant communities in centers and corridors by:
 - Partnering with PSU on research to support analysis of traffic impacts of mixed use development.
 - Initiating a broad, collaborative approach to consider the social equity effects of growth through collaboration with members of a regional housing and equity consortium and renewed efforts to map areas with more and fewer opportunities as well as housing needs.
 - Completing walkability audits in partnership with Hillsboro, Beaverton and Portland to develop recommendations that could enhance pedestrian movement and spur private investment.
 - Helping local communities identify investments that support redevelopment by identifying key public infrastructure needs in the region and illustrating the potential redevelopment effects of these investments using envision tools and pro-forma calculations.
 - Drive Less/Save More Marketing Campaign- Promoting linking trips and reducing auto use (ongoing): Achieved a market penetration rate of more than 33 percent, with half of respondents reporting taking action to reduce their single-person car trips.
- Better aligned funding, land supply and investment decisions into a performance based, outcome-oriented framework by:
 - Supporting Council in refining Urban and Rural Reserves designations, (originally adopted by Council in June 2010) in response to LCDC decisions, in collaboration with counties, cities and a wide variety of stakeholders.
 - Completing an update to the Regional Transportation Plan (Council adopted in June 2010): an innovative outcomes-based blueprint to guide future planning and investment in the region's transportation system management and operations, an updated freight plan and a high capacity transit plan.
- Provided an outcomes-based assessment of growth management options to support the Council's upcoming decisions to resolve the capacity gap identified in the Urban Growth Report by:
 - Developing the 2010 Community Investment Strategy, including adoption of the Capacity Ordinance that set the stage for meeting the region's 20 year growth needs.
 - Continuing refining performance indicators and a performance measurement system to assess existing and future investment and growth management decisions. Implementation includes the analysis of growth decisions in the 2010 capacity ordinance, the updated State of the Centers and the Greater Portland-Vancouver Regional Indicators project (led by the Research Center).
 - Assisting communities in their comprehensive plan processes by providing review of growth assumptions and providing access to regional data.
- Worked with Government Affairs and Policy Development staff to provide leadership to develop a regional transportation finance strategy to include state, federal and regional funding to address significant gaps in the region's transportation and other infrastructure by:

- Metropolitan Transportation Improvement Program (MTIP): Initiating new process to guide project selection decisions consistent with the policy direction of the RTP.
- Allocating Federal Economic Stimulus dollars.
- Provided technical assistance to communities to address financial and regulatory barriers and promote sustainability in centers, corridors and employment areas, consistent with local aspirations and the region's 2040 Growth Concept.
 - Documented new trends and opportunities for the region's employment areas with the publication of Eco-Efficient Employment, the third in a series of Community Investment Toolkit publications, and offered technical assistance to local jurisdictions and the development community to implement the concepts.
 - Completed the second of two EPA grants to provide funding for assessments of brownfield sites and promote site clean-up and redevelopment opportunities in centers and corridors in partnership with local governments and private property owners.
- Completed intergovernmental agreements with local jurisdictions to authorize funding for community development and planning grants, monitor and assist in these efforts that lead to on-the-ground development by:
 - Participating in concept planning efforts around the region, which are supported by the Construction Excise Tax, to make the areas brought into the urban growth boundary ready for development.
 - Continuing implementation of the second round of Construction Excise Tax funding for Community Planning and Development Grants, as awarded by council in 2010, within the limitations of a pending court appeal.
- Initiated land use and transportation planning for the Southwest Corridor and the East Metro Corridor refinement plans by establishing scopes and budgets and initiate work.
 - Establishing scopes and budgets and initiated work on East Metro Connections and Southwest Corridor Refinement Plans.
- With TriMet, secured a Record of Decision for the Milwaukie to Portland Light Rail Project and successfully enter the Final Design phase of the FTA New Starts process.
 - Completed the Milwaukie Light Rail Final Environmental Impact Statement, obtained Record of Decision for project and supported TriMet's successful Final Design Application.
- Published Draft Environmental Impact Statement for the Lake Oswego to Portland Transit project, with project advisory committees and partners, developed Locally Preferred Alternative and commenced local approval process. Final selection is expected in early summer.
- With project partners, continued to advance the Columbia River Crossing project highway and light rail components through Preliminary Engineering, Final Environmental Impact Statement and the FTA New Starts process.
- Completed the TOD Program Strategic Plan to guide future program investments.
- Completed designs for construction of the new Gresham Civic light rail station, which opened in December 2010.

- Implemented three new Transit Oriented Development projects to advance program goals to encourage and catalyze development along transit and in centers.
 - Started construction on two new Transit Oriented Development (TOD) projects and secured approval on three new TOD projects.
 - Selected a developer for the 4th and Main site in partnership with the City of Hillsboro.
- Continued to implement Development Opportunity Fund projects to support on the ground implementation of the 2040 framework plan by funding two types of initiatives: 1) innovative green demonstration projects, and 2) pre-development studies with local governments on opportunity sites.
 - Advanced Development Opportunity Fund projects (ongoing) and started development feasibility studies on publicly owned sites in Tigard, Oregon City and Gresham.
 - Completed construction on one Urban Living Infrastructure project in Gresham, totaling 4,000 square feet of commercial space.
- Provided technical and financial assistance to communities to complete concept plans for 2,000–3,000 acres and adopt them into local comprehensive plans; continue support for planning more than 12,000 acres in the Damascus area. This is an on going project.
- Implemented regional freight plan priorities through coordination with federal, state and local freight planning efforts, including the Regional Flexible Funds Task Force.

SERVICE LEVEL CHANGES FROM FY 2010-11

Planning and Development is aligning efforts to support four of the agency's key collaborative initiatives in FY 2011-12, as described in more detail below. Additional program and project efforts will focus on catalyzing development in the region's downtowns, main streets, station communities and industrial and employment areas. In many cases, support for these major initiatives will be a re-orientation of existing activities rather than a complete redeployment of resources.

Congress has delayed approval of a new six-year surface transportation authorization bill, reducing the money available for core Portland metropolitan area transportation planning functions. At the same time, demands for transportation planning services are increasing. Therefore, in this budget, several core programs are scaled back or have extended timelines to cope with the shortfall in the near term, with the assumption that reauthorization will occur in FY 2011-12, and programs will be backfilled and restored. These include slowing the pace of local implementation of the newly adopted Regional Transportation Plan for up to three years, streamlining the cooperative project development program that Metro and ODOT recently initiated by eliminating duplicative administrative responsibilities.

The delays in federal reauthorization of transportation funds have significantly reduced federal planning grants, complicated project planning, and compromised our ability to respond to federal, regional and state transportation requirements. Some Corridor Planning work will proceed at a slower pace that advances projects at the speed with which revenue, including local match, is available. For example, Metro has been awarded a \$2 million multi-year grant from the Federal Transit Administration to study the best ways to improve transit in the Southwest corridor between downtown Portland and Sherwood. The Alternatives Analysis grant is part of the U.S. Department of Transportation's livability initiative. At the same time grants authorized by the 2009 legislature (HB 2001) are in the second of three years and provide resources to initiate state-mandated greenhouse gas scenarios project in coordination with Metro's Climate Smart Communities activities.

Specific service level changes for FY 2011-12 are:

- Eliminate 1.0 FTE limited duration Assistant Regional Planner for Development Opportunity Fund (June 2011). Existing staff will manage open contracts funded by the Development Opportunity Fund last year and seek additional projects with new development opportunity funding authorized for FY 2011-12.
- Eliminate 0.32 limited duration FTE Program Analyst IV for Active Transportation (February 2012).
- Eliminate 0.5 FTE limited duration Records and Information Analyst; the position is transferred to Information Services and increased to full-time with a focus on planning records.

MAJOR OBJECTIVES FOR FY 2011-12

As noted above, Planning and Development will support the alignment of local and regional actions that leverage private investment to create the vibrant and prosperous communities envisioned in the 2040 Growth Concept. As such, we will:

- Initiate the 2013-15 Regional Flexible Funds allocation and update to the Metropolitan Transportation Improvement Program (MTIP), including consultation with a Regional Flexible Fund Task Force and Environmental Justice Working Group.
- Initiate state-mandated greenhouse gas scenarios project in coordination with Metro's Climate Smart Communities programs.
- Support the Metro Council decision on growth management strategies, including an urban growth boundary decision, to meet 20-year needs consistent with the Community Investment Strategy.
- Refine estimates of funding and investment needs to implement local aspirations consistent with regional aspirations and the region 2040 Growth Concept, and utilize these estimates when supporting the Community Investment Initiative.
- Support local jurisdictions to complete the concept planning process using construction excise tax funding and manage the award of grant funds.
- In collaboration with other regional stakeholders, develop an approach that maps opportunities in the region for use in guiding local and regional investment and policy direction and planning for housing needs.
- Complete the Best Practices in Transportation Design project, an MTIP-funded activity that will update the region's "Livable Streets" and "Green Streets" design guidelines and promote multi-modal design in the region.
- Provide leadership to develop a regional transportation finance strategy to include state, federal and regional funding to address significant gaps in the region's transportation and other infrastructure.
- Provide technical assistance to communities to address financial and regulatory barriers and promote sustainability in downtowns, main streets, station areas, and employment areas, consistent with local aspirations and the region's 2040 Growth Concept. The Council provided additional funding to implement an eco-efficient business strategy in one or two additional communities.
- Document barriers and identify solutions for Metro Council, Community Investment Initiative Leadership Committee and other stakeholders to consider that would support land readiness in the regional's centers, corridors and employment areas. The Council provided additional funding to collect, augment and assess data related to brownfields and small parcels.

- Complete intergovernmental agreements with local jurisdictions to authorize funding for community development and planning grants, monitor and assist in these efforts that lead to on-the-ground development, within the limitations of the court appeal.
- Complete the East Metro Connection plan and community investment strategy and commence endorsement by partner jurisdictions.
- Substantially complete Phase 1 of the Southwest Corridor Plan with significant progress towards a community investment strategy in that area.
- Integrate land use and transportation planning for two new corridor planning projects: the Southwest Corridor and the East Metro Connections refinement plans and complete major milestones leading to identifying key local and regional investment needs.
- Support project partners in completion of project refinement and, as appropriate, the adoption of the Locally Preferred Alternative for the Lake Oswego to Portland Transit Corridor.
- With project partners, continue to advance the Columbia River Crossing project highway and light rail components through Preliminary Engineering, Final Environmental Impact Statement and the FTA New Starts process.
- Implement Transit Oriented Development Program Strategic Plan to guide future program investments and revise Work Plan to reflect Strategic Plan recommendations.
- Implement three to five new Transit Oriented Development projects to advance program goals to encourage and catalyze development along transit and in centers.
- Continue work on Development Opportunity Fund projects to support on the ground activities of the 2040 framework plan by partnering with local jurisdictions to implement projects that enhance opportunities for investment in downtowns, main streets, and station areas.

PROGRAMS FOR FY 2011-12

Great Communities

Corridor Planning and Development – This program includes three major focus areas: transit project planning, multimodal corridor planning and freight planning. Ultimately, all of the projects developed by this program – transit, multimodal, and freight – result in jobs within the region, either through capital construction or through jobs that are created in station areas and in well functioning multimodal corridors with strong land use planning. Freight planning and projects are critical for commerce in the region and are dependent on access to well-functioning transportation facilities.

Land Use Planning and Development – The Land Use Planning and Development program includes a variety of land use planning activities that support the Metro Council and regional partners in implementing the Region 2040 vision. This program comprises three areas: Long Range Land Use Planning, Periodic Planning and the Development Center.

Long Range Land Use Planning – This division is responsible for development of long-range strategies to implement the 2040 vision and accomplish desired regional outcomes, including the outcomes-based Urban Growth Report. Division staff are also responsible for land monitoring, management and performance activities and technical assistance that implement the Council’s adopted policies in the Framework Plan, respond to Oregon statutes and support Council in revising

Metro policies to respond to new needs for regional growth management. The Brownfields grant program is also housed in this division. Long Range Land Use Planning staff will be very involved in Metro's work to address regional investment needs and climate change and to integrate land use planning with transportation planning.

Development Center – This center supports and fosters 2040 Growth Concept sustainable and innovative development patterns and practices throughout the region via technical assistance, financial incentives and education/outreach.

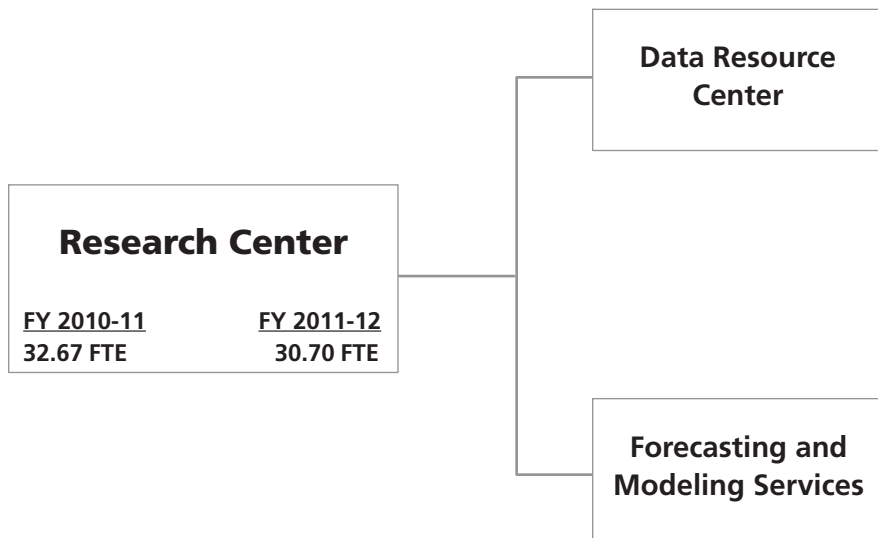
Periodic Planning – This division has focused on the Urban and Rural Reserves program and is transitioning to implementation efforts in concert with the Long Range Land Use Planning group.

Transportation System Planning – The Transportation System Planning program provides a broad scope of transportation planning services that assures Metro's compliance with state and federal regulations and support other planning efforts in Planning and Development. The program has the following operational areas: Regional Transportation Plan, Metropolitan Transportation Improvement Program, and the Transportation System Management and Operations program that includes the Regional Travel Options and Regional Mobility activities.

In FY 2010-11 the Transportation System Planning program took on the new Climate Smart Communities project. This work is in response to new state legislation (HB 2001) requiring Metro to develop a series of regional growth strategies that address the challenges of climate change. This work will continue into 2012, and largely draws from existing Metro staff currently assigned to the Regional Transportation Plan during the three-year Climate Change timeline.



Research Center



Summary of the Research Center

	Audited FY 2008-09	Audited FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12	% Change from Amended FY 2010-11
BUDGET BY CLASSIFICATION								
Personal Services	\$2,877,435	\$3,243,570	\$3,425,572	\$3,501,866	\$3,269,336	\$3,398,332	\$3,398,332	(2.96%)
Materials and Services	600,344	1,015,206	1,206,173	1,170,186	1,002,334	1,002,334	1,002,334	(14.34%)
TOTAL	\$3,477,779	\$4,258,776	\$4,631,745	\$4,672,052	\$4,271,670	\$4,400,666	\$4,400,666	(5.81%)
BUDGET BY FUND								
General Fund	\$3,477,779	\$4,258,776	\$4,631,745	\$4,672,052	\$4,271,670	\$4,400,666	\$4,400,666	(5.81%)
TOTAL	\$3,477,779	\$4,258,776	\$4,631,745	\$4,672,052	\$4,271,670	\$4,400,666	\$4,400,666	(5.81%)
FULL-TIME EQUIVALENTS (FTE)	29.50	31.18	31.91	32.67	29.30	30.70	30.70	(6.03%)
FTE CHANGE FROM FY 2010-11 AMENDED BUDGET								(1.97)

The Research Center supports the Metro Council, Metro staff, external clients and the public by providing accurate and reliable data, information, mapping, forecasting, and technical services to support public policy analysis and regulatory compliance. The center coordinates data and research activities with local government partners, academic institutions and the private sector. In addition, the regional economic and travel forecasts provided by the Research Center meet federal and state requirements for consistent, accurate and reliable data and forecasting tools.

ABOUT THE RESEARCH CENTER

The Research Center is responsible for the following major functional areas:

- Monitor and forecast travel patterns, land use, economic and demographic trends.
- Maintain current models, develop new models and conduct research relating to economic, land use and travel forecasting.
- Develop and maintain consistent agency-wide technical and analytical procedures for select areas of interest (e.g., Greenhouse Gas Emissions and Social Equity).
- Provide transportation, economic and land-use modeling services to clients.
- Research and develop new land use metrics and performance indicators.
- Collect and maintain data for the Regional Land Information System (RLIS).
- Provide support for Metro programs and projects, providing information, research and Geographic Information Systems (GIS) mapping.
- Provide services to local governments, business and the public, including maps, aerial photos, GIS products and general research services.

The Research Center has developed intergovernmental agreements or working relationships with a number of local governments and agencies such as TriMet, Oregon Department of Transportation (ODOT), the Port of Portland, Regional Transportation Council of SW Washington, Portland State University, and the Oregon Transportation Research and Education Consortium. These relationships foster consistent use of data, collaboration on projects of mutual interest and cost efficiencies for key regional products such as aerial photos of the Portland metropolitan region.

PROGRESS ON FY 2010-11 OBJECTIVES AND OTHER MAJOR ACCOMPLISHMENTS

- Implemented greenhouse gas analysis for Metro projects, programs and activities through the use of the Climate Procedures Manual by completing the development of and training for the “Metro Greenhouse Gas Emissions Analysis Toolkit” for the use in evaluating policy choices and public investments for their effectiveness in reducing greenhouse gases at the plan, program, project, activity and facility analysis level.
- Finished first comprehensive regional indicators report in conjunction with PSU and local partners, defined methodology, finalized indicators and desired outcomes or trends and distribute results. Indicators measure progress consistent with Metro Council Goals and through a triple-bottom line sustainability “lens” by developing a draft set of regional indicators and commensurate data and analysis in partnership with PSU as part of the Greater Portland-Vancouver Indicators Project, now called Greater Portland Pulse.
- Residential and non-residential economic feasibility and modeling analysis completed as part of the urban and rural reserves report.

The Research Center had other major accomplishments in FY 2010-11:

- Collaborated with Mid-Willamette Valley Council of Governments on the open source translation of MetroScope to the Salem-Keizer Metropolitan Planning Organization planning area.
- Completed analysis and mapping for Urban and Rural Reserves.
- Provided GIS support to the Bi-State Trails Program.
- Launched GIS consultation for The Intertwine – a multi-year project.
- Enabled end products/services to bring the RLIS dataset in line with industry standards, and positioned the Data Resource Center to better utilize modern web and database technologies.
- Coordinated consortium purchase of accurate stream locations, two-foot contours, and building footprints using the LiDAR imagery as the primary source.
- Supported Council reapportionment decision making.

Data Resource Center:

- Continued GIS support for The Intertwine and completed GIS work for Making the Greatest Place.
- Published building footprint and regional trails data to RLIS Live.
- Developed web services to enhance efficiency in data sharing and maintenance.
- Began scoping new vacant lands inventory project.
- Maintained streets and other map information for emergency service providers.
- Improved coordination with the State of Oregon Geospatial Enterprise Office.
- Began scoping the Regional Parks System inventory project.
- Launched the RLIS Discovery site, a first step in modernizing DRC core services.
- Made 2010 aerial photos available for peer review via web service.
- Completed the first draft of a multi-modal transportation data inventory.

Modeling and Forecasting Division

Transportation Research and Modeling Services:

- Commenced the data collection for the 2011 household travel behavior survey.
- Established the viability of the dynamic traffic assignment software as an analytical tool.
- Implemented noteworthy demand model improvements: including the integration of transit traveler's perception of time at various stop types and in an array of vehicle types, the introduction of a park and ride lot choice model, implemented a Portland ground access travel demand module, and completed the bike model pathfinding integration into a standard software environment.
- Completed a variety of model maintenance activities including a refinement of the transportation analysis zone system and an update to a 2010 base year and a revised 2035 forecast.
- Provided modeling assistance on several regional projects including the East Metro study, the SW Corridor study, the Columbia River Crossing and the ODOT Congestion Pricing project.

Economic and Land Use Forecasting

- Commenced the development of the 2010-2045 Transportation Analysis Zone (TAZ) level forecast allocation for the upcoming RTP update and corridor projects.

- Commenced an update of the non-residential redevelopment and infill study.
- Assist land use planning in analyzing large lot industrial land supply and availability.
- Developing land use sketch tool using Envision Tomorrow and home-grown household assignment model to be operated with ODOT's greenhouse gas model estimation tool (GreenStep) to forecast Portland area GhG emissions.
- Commenced research and MetroScope land use model maintenance and updates.
- Completed MetroScope alternative land use scenario modeling for the 2010 UGR.
- Completed technical reports for the 2010 UGR (housing needs analysis, residential UGR, employment UGR reports).
- Completed CRC land use induced growth scenario modeling and forecasting.

SERVICE LEVEL CHANGES FROM FY 2010-11

Research Center staff support on the Community Investment Strategy – This involves integrating the HB 2001 Greenhouse Gas research and model enhancement project work with the Community Investment Strategy related to data collection, spatial analysis, mapping and visualization.

- Eliminates 1.0 FTE Associate Transportation Modeler (unfunded).
- Continues Regional Principal Planner for Regional Indicators until September 30, 2011; transitions program to outside host.
- Eliminates two part-time GIS Technicians (.67 FTE each) following completion of contracted work.
- Continue 1.0 FTE limited duration Associate Regional Planner and add 1.4 FTE limited duration GIS specialists for Climate Smart Initiative (GhG grant funded).
- Reduces 1.0 Senior GIS Specialist and reclassify two part-time GIS specialists; no net change in FTE.
- Transfers 1.0 FTE Senior GIS Specialist to Sustainability Center for Natural Areas support.

MAJOR OBJECTIVES FOR FY 2011-12

- Implement greenhouse gas analysis for Metro projects, programs and activities through the use of the Climate Procedures Manual.
- Complete development of Metro-wide equity analysis procedures manual and training.
- Finish first comprehensive regional indicators (Greater Portland Vancouver Indicators, now Greater Portland Pulse) report in conjunction with PSU and local partners, define methodology, finalize indicators and desired outcomes or trends and distribute results. Indicators will measure progress consistent with Metro Council Goals and through a triple-bottom line sustainability “lens.”
- Transfer Greater Portland Pulse program maintenance to the Institute for Metropolitan Studies at PSU; participate in data collection, maintenance and reporting.
- Complete economic feasibility and modeling analysis effort to determine the likely amount of residential and non-residential development in the new urban reserves.

Data Resource Center:

- Update the Regional Parks System inventory.
- Fulfill the needs of Metro Planning and Development, including 2040 Concept and Title Map updates.
- Fulfill the needs of Metro Sustainability Center including The Intertwine, trails improvement and parks inventory update.
- Continue modernizing DRC core services.

Modeling and Forecasting

Transportation Research and Modeling Services:

- Use modeling tools to support HB 2001 GhG scenario planning work.
- Continue enhancement of the dynamic tour based model being developed in partnership with Portland State University.
- Conclude the data collection element of the travel behavior survey. Analysis of the information will begin.
- Begin research regarding an improvement of the tools to estimate pedestrian travel.
- Provide service to clients in the form of modeling and data support to the SW Corridor Study, E. Metro Study, New Starts Before and After Studies required by FTA, Columbia River Crossing Study and miscellaneous data requests.

Economic and Land Use Forecasting

- Complete full implementation of a new residential refill filter to better estimate redevelopment and infill of existing residential properties.
- Progress research on the following topics: development of a new non-residential refill filter, updating neighborhood scores, recoding MetroScope to accommodate new employment use/development categories, updating parts of the model parameters/assumptions as Census 2010 data get released.
- Complete 2010-2045 Regional Transportation Analysis Zone land use forecast allocation for Metro, local government and agency purposes.
- Develop an interim regional forecast to calibrate actual regional employment and household growth in light of the 2008-2010 recession.

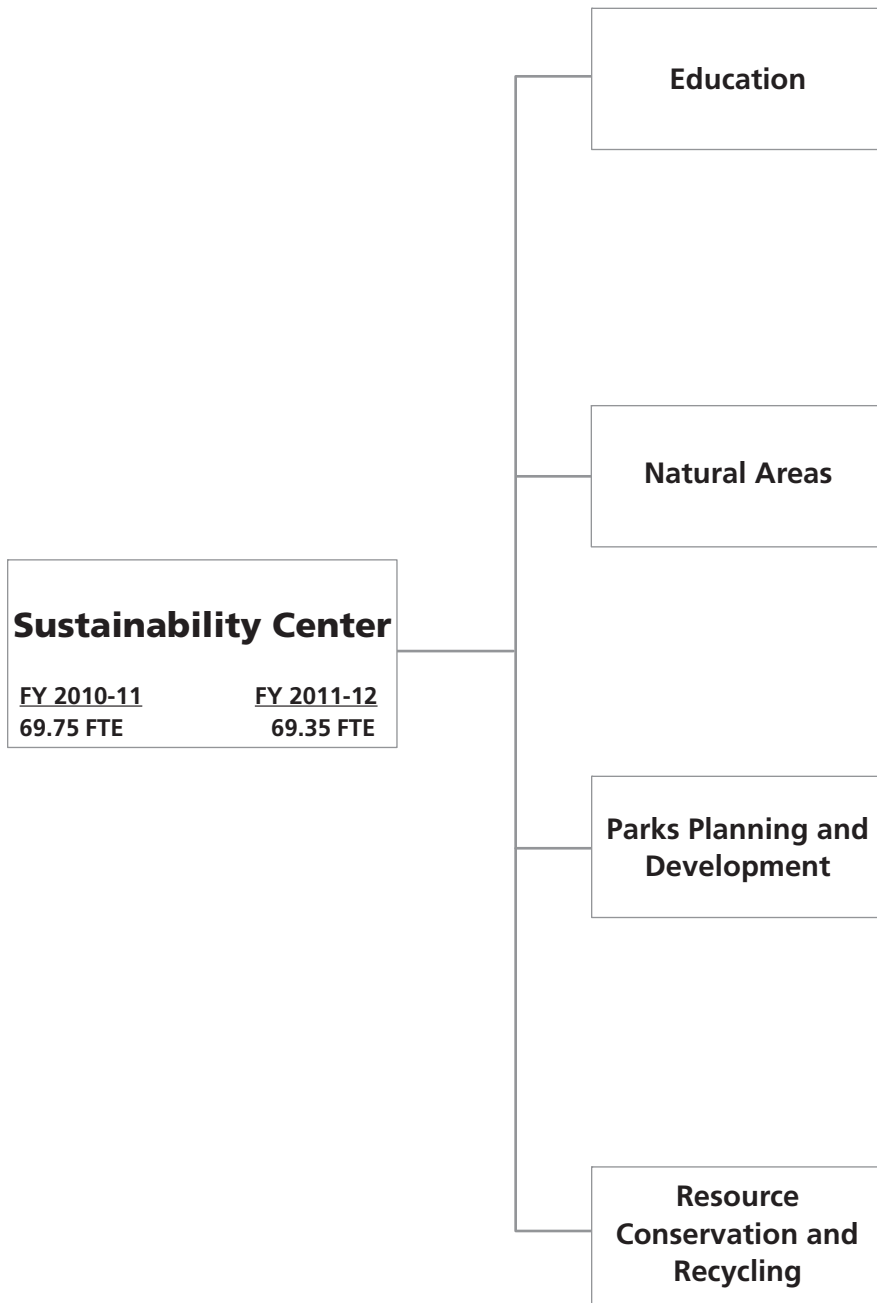
PROGRAMS FOR FY 2011-12

Great Communities

Data Resource Center – The Data Resource Center is Metro’s source for Geographic Information System data. Data Resource Center staff employ this information to provide spatial analysis and mapping products for internal and external clients.

Forecasting and Modeling Services – As a result of the Sustainable Metro Initiative reorganization, the Transportation Research and Modeling Services division combined with the Economic and Land Use Forecasting division to create the new Forecasting and Modeling Services division within the Research Center. This program provides support to Metro’s operating units and regional partners by providing economic, land use allocation and travel demand forecasts to policy officials to assist in regional decision making. The DRC provides a Regional Land Information System (RLIS) and associated services that are agile enough to adapt to the evolving needs of our clients.

Sustainability Center



Summary of the Sustainability Center

	Audited FY 2008-09	Audited FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12	% Change from Amended FY 2010-11
BUDGET BY CLASSIFICATION								
Personal Services	\$5,463,469	\$6,076,351	\$7,196,119	\$7,045,508	\$7,298,318	\$7,339,328	\$7,449,328	5.73%
Materials and Services	9,848,564	11,471,106	20,284,264	20,278,329	19,334,361	19,517,361	19,692,361	(2.89%)
Capital Outlay	17,617,061	13,111,792	33,824,721	33,824,721	21,275,876	21,301,376	21,301,376	(37.02%)
TOTAL	\$32,929,094	\$30,659,249	\$61,305,104	\$61,148,558	\$47,908,555	\$48,158,065	\$48,443,065	(20.78%)
BUDGET BY FUND								
General Fund	\$3,271,576	\$3,389,725	\$5,470,794	\$5,314,248	\$4,542,707	\$4,759,777	\$5,014,777	(5.64%)
Natural Areas Fund	23,660,391	20,263,215	46,703,288	46,703,288	34,650,957	34,659,897	34,659,897	(25.79%)
Open Spaces Fund	7,017	19,526	622,131	622,131	336,876	336,876	336,876	(45.85%)
Rehabilitation & Enhancement Fund	416,683	359,013	409,639	409,639	336,903	336,903	336,903	(17.76%)
Solid Waste Revenue Fund	5,573,427	6,627,770	8,099,252	8,099,252	8,041,112	8,064,612	8,094,612	(0.06%)
TOTAL	\$32,929,094	\$30,659,249	\$61,305,104	\$61,148,558	\$47,908,555	\$48,158,065	\$48,443,065	(20.78%)
FULL-TIME EQUIVALENTS (FTE)	61.85	62.93	71.50	69.75	68.35	68.35	69.35	(0.57%)
FTE CHANGE FROM FY 2010-11 AMENDED BUDGET								(0.40)

Metro's Sustainability Center aims to demonstrate and inspire sustainable stewardship of the region's natural resources. The center has several strategies for accomplishing this mission:

- Work with partners to develop and support a regional system of interconnected natural areas, parks, trails and greenways for wildlife and people.
- Work with local governments and other partners to plan and implement waste prevention and recycling programs.
- Provide educational and volunteer opportunities throughout the region that inspire waste and toxics reduction, and understanding and stewardship of natural resources.
- Purchase, restore and enhance habitats and natural areas throughout the region identified in the 1995 and 2006 Open Spaces and Natural Areas bond measures.
- Balance human use with habitat protection through thoughtful natural area, trail and park planning.
- Make Metro's facilities and operations more sustainable.

ABOUT THE SUSTAINABILITY CENTER

The Sustainability Center contributes directly to the preservation of the region's livability and supports the goals and objectives developed by the Metro Council, including Making a Great Place. The Sustainability Center focuses on providing accessible regional natural areas, parks and trails, and maintaining and enhancing environmental quality. It also promotes sustainable resource management through waste reduction initiatives, hands-on interpretive programs, youth and adult education, grants, demonstration projects and volunteer opportunities.

PROGRESS ON FY 2010-11 OBJECTIVES AND OTHER MAJOR ACCOMPLISHMENTS

Completed:

- Initiate management planning at Chehalem Ridge Natural Area.
- Open Graham Oaks Nature Park to the public and develop on-site programming for environmental education and site stewardship.
- Develop The Intertwine branding products; complete Intertwine regional signage plan.
- Complete a regional conservation framework with partners.
- Initiate strategic planning process for the new unified education division.
- Integrate regional park system and Nature in Neighborhoods efforts into the Community Investment Strategy.
- Frame options for long-term service delivery of regional park services.
- Complete the Smith and Bybee Natural Resources Management Plan.
- Complete design of the North Portland bridge connection to the Smith and Bybee Wetlands Natural Area.
- Develop a climate action framework to integrate climate change adaptation and mitigation strategies at the local and regional levels.
- Implement key projects of Metro's sustainability plan, which include improving energy efficiency at Metro facilities.

In Process:

- Continue to implement 2006 Natural Areas bond with acquisition in all target areas.
- Implement major oak restoration initiative with funding support from the Oregon Watershed Enhancement Board.
- Finish the Tonquin Regional Trail Master Plan.
- Work with local partners to define specific funding priorities for the Community Investment Strategy.
- Launch the federally-funded effort to develop master plans for the Westside Trail and for Scouter Mountain Trail.
- Complete key decision-making on Metro's role in expanding the regional food waste recycling program.
- Work closely with other stakeholders to develop product stewardship initiatives for consideration by the 2011 Oregon Legislature.
- Implement the second and larger phase of the regional effort to reduce diesel particulate emissions for the solid waste collection fleet.
- Develop new performance measures for solid waste reduction strategies, programs and projects.
- Complete Phase 2 of The Intertwine website and map.

Other major accomplishments:

- Completed an energy audit and implemented water conservation measures at the Metro Regional Center as part of the Sustainability Plan.
- Provided information on waste reduction and proper waste management to approximately 90,000 callers to the Recycling Information Center.
- Implemented Metro's internal sustainability plan, which identifies and prioritizes actions Metro can take to meet adopted goals to reduce greenhouse gas emissions, water use, toxics and solid waste from its operations, as well as maintain healthy and productive habitat on its properties.
- In collaboration with local governments, revised the goals, objectives, strategies and targets of the Recycle at Work program, the primary program for delivering waste reduction technical assistance services to the region's businesses.
- Worked with Council to develop Metro's state legislative priorities in the areas of product stewardship, bottle bill modernization, toxics reduction and energy policy.
- Implemented a new partnership between Metro's Natural Gardening Program and Oregon State University (OSU) Community Extension and Urban Horticulture, through which OSU took on primary responsibility for delivering the program's retail-level education and outreach.
- Assisted the University of Oregon in completing its Climate Change Adaptation Planning Framework for the Lower Willamette Region and staff began incorporating its findings into Metro's work.
- Worked with the regional Climate Prosperity work group, of which Metro is a key member, to complete the Greenprint, a roadmap to elevate and prioritize public policy initiatives in the areas of economic development and climate change.
- Continued implementing the natural areas bond measure by acquiring an additional 1,500 acres, guided by established refinement plans and acquisition strategies; brought total acquisitions to 2,300 acres.
- Distributed funds and provided support to several local share projects.

- Issued six Nature in Neighborhoods capital grants totalling \$1,423,818.
- Issued 11 Nature in Neighborhoods restoration and enhancement grants totaling \$170,000.
- Provided scientific guidance on regional conservation issues, including Metro's urban and rural reserves process, Tualatin Basin Water Supply Project, Lower Columbia Salmon Recovery Plan, West Hayden Island Technical Advisory Pool and Tualatin National Wildlife Refuge Management Plan.
- Recorded nearly 20,000 volunteer hours, a 6 percent increase over last year; number of individuals and groups volunteering with Metro increased 17 percent, to 520.
- Increased total attendance in education and interpretive programs by 19 percent, to 11,700; total contact hours increased 7 percent, to 69,750.
- Began second phase of a collaborative project with local governments, the Oregon Department of Environmental Quality and solid waste haulers to reduce environmental and human health impacts from diesel emissions by retrofitting solid waste collection vehicles.
- Provided 149 schools with waste reduction presentations designed to be integrated into science and social studies curricula, reaching approximately 48,000 students.

SERVICE LEVEL CHANGES FROM FY 2010-11

Education – The Sustainable Metro Initiative in 2008 identified the need to consolidate all conservation education at Metro, utilizing the human and financial resources of the Resource Conservation and Recycling programs in the Sustainability Center, youth programs at the Oregon Zoo and community programs given by parks' naturalists. A common classification for educators across all programs is underway. In FY 2011-12 Metro will undertake a one-to-two year transition to create a unified set of curricula that serves K-12 children in a variety of programs designed to increase environmental awareness and future consumer behaviors and lifestyles. This transition will be led by the Sustainability Center and the Oregon Zoo, dovetailing with the planning and eventual opening of the new Conservation Education facility, an important zoo bond project.

Natural Areas – There is a major change in the Nature in Neighborhoods program. The program is transitioning from a series of small programs to a more comprehensive way of doing business throughout Metro. This shift will result in a decrease of 2.0 FTE working on the program as more narrowly defined, and in the elimination of a management layer, but with an overall increased effort through the Community Investment Strategy and Corridors projects. Metro will leverage existing relationships around sustainable development practices and natural gardening through partnerships with other agencies and non-profits. The remaining Nature in Neighborhoods staff will be realigned in the Sustainability Center to leverage the previous work of the program and incorporate those principles throughout Metro.

Parks Planning and Development – The FY 2011-12 budget continues the work on the longer-range financial needs for Metro's growing natural area land base and The Intertwine system. This is supported by research and mapping analysis, but also by close work with regional partners to explore options for operational needs and on-the-ground organization. This work will be integrally aligned with the Community Investment Strategy, and work programs and outreach efforts are mutually supportive. The budget continues consultant support for a small master planning process for Glendoveer Golf Course in anticipation of the operations contract ending in December 2012 and the need to develop a new request for proposals for future

operations. The budget also includes \$100,000 for a feasibility study and initial planning process for a publicly accessible canoe and motorless watercraft launch on the Tualatin River.

MAJOR OBJECTIVES FOR FY 2011-12

- Continue to implement 2006 Natural Areas bond with acquisition in all target areas.
- Continue to leverage restoration of natural areas with funding support from the Oregon Watershed Enhancement Board.
- Integrate Nature in Neighborhoods principles across entire Metro organization.
- Develop strategy for funding of regional parks, natural areas and trails.
- Work with local government partners to implement new food waste initiatives.
- Plan and begin implementation of the full integration of all of Metro's youth conservation programs across zoo, Metro regional parks, and solid waste and climate change issues.

PROGRAMS FOR FY 2011-12

Great Communities

Parks Planning and Development – This program enhances Metro parks facilities and properties by investing in improvements in compliance with adopted master plans. The program focuses on feasibility and alignment study, master planning, design development and construction of multi-modal trails that are part of the Greenspaces Regional Trails Plan and the Regional Trails component of the Regional Transportation Plan. The program also oversees The Intertwine, a regional effort to establish an interconnected and cooperative multi-agency system of natural areas, parks, trails and greenways for fish, wildlife habitat and people.

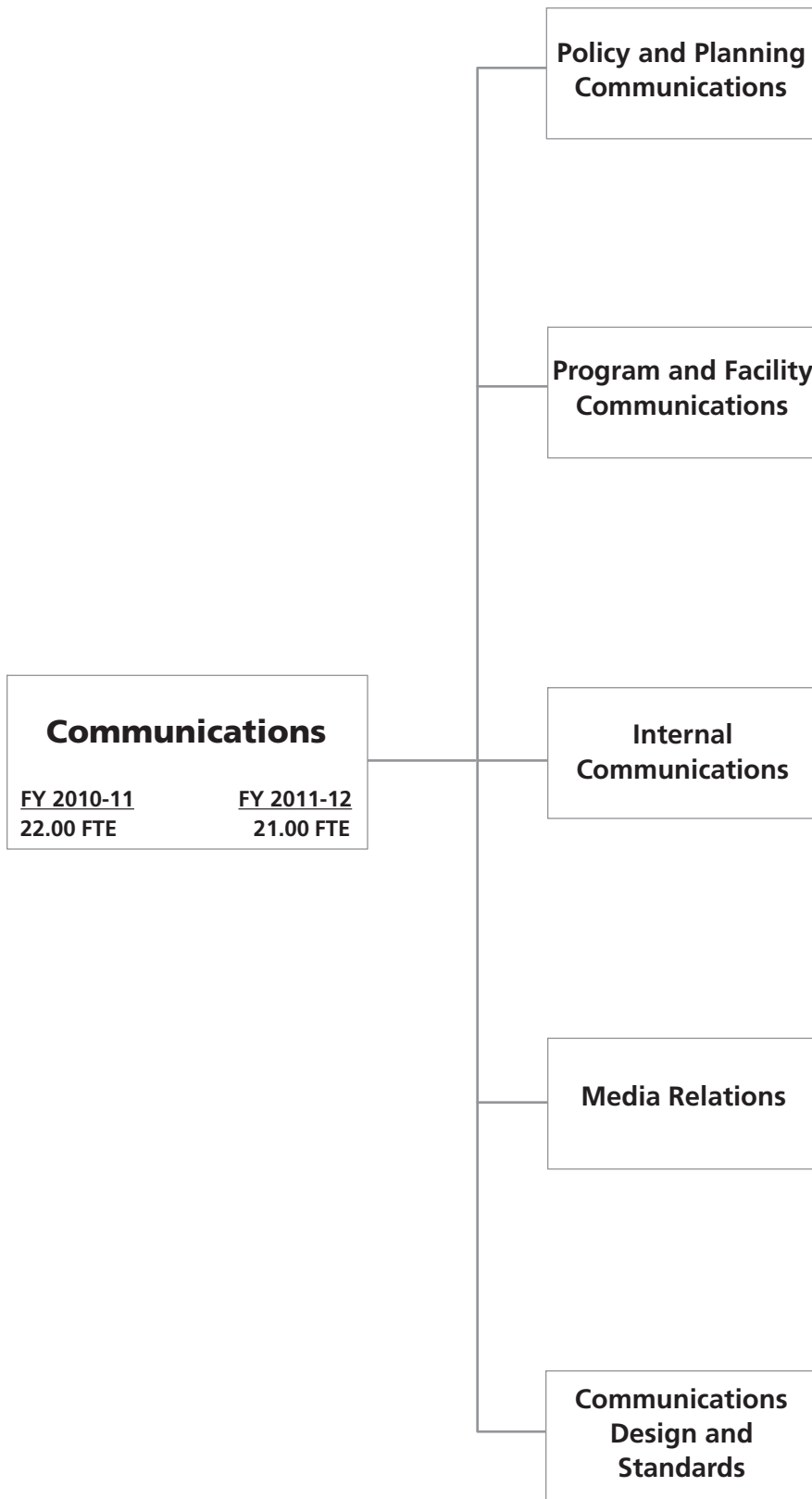
Healthy Environment

Education – This program provides education and interpretive services that engage and inspire citizens to expand stewardship in the region. Educators focusing on Metro parks and natural areas, along with youth educators focusing on recycling and solid waste reduction (including the Outdoor School program) will be combined with youth conservation education programs at the Oregon Zoo. This merger and coordination of education programs will better serve the public, build Metro's capacity for youth education, and maximize the talents and knowledge of existing staff.

Natural Areas – This program protects, restores and manages natural areas throughout the region. To this end, staff implements and administers the \$227.4 million natural areas bond measure passed by voters in November 2006. This includes the acquisition of regionally significant natural areas in identified target areas to protect lands around local rivers and streams, preserve significant fish and wildlife habitat, enhance trails and wildlife corridors and connect urban areas with nature. This program also includes a local share component, where cities, counties and park districts within Metro's jurisdiction will complete more than 100 locally significant projects, and a capital grants component that will fund neighborhood projects that enhance natural features and their ecological functions on public lands. Science and stewardship activities within this program focus on the preservation, restoration and enhancement of natural area habitats for fish and wildlife, including the use of volunteers who assist with stewardship of natural areas. Some Nature in Neighborhoods initiatives are also included in this program.

Resource Conservation and Recycling – The Resource Conservation and Recycling division advances the region’s efforts to reduce greenhouse gas emissions, conserve natural resources and protect the environment and human health. RCR’s two primary programs – waste reduction and internal sustainability – engage in a range of complex policies and programs with extensive arrays of stakeholders. In FY 2011-12 both will continue to implement new strategic action plans completed in FY 2010-11, which enable better prioritization of resources, clearer identification of roles relative to those of partners and a sharper focus on key strategies and actions.





Summary of Communications

	Audited FY 2008-09	Audited FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12	% Change from Amended FY 2010-11
BUDGET BY CLASSIFICATION								
Personal Services	\$2,052,073	\$2,011,809	\$2,220,057	\$2,220,057	\$2,235,916	\$2,248,516	\$2,248,516	1.28%
Materials and Services	84,978	168,283	294,618	295,739	241,820	144,319	144,319	(51.20%)
TOTAL	\$2,137,051	\$2,180,092	\$2,514,675	\$2,515,796	\$2,477,736	\$2,392,835	\$2,392,835	(4.89%)
BUDGET BY FUND								
General Fund	\$2,137,051	\$2,180,092	\$2,514,675	\$2,515,796	\$2,477,736	\$2,392,835	\$2,392,835	(4.89%)
TOTAL	\$2,137,051	\$2,180,092	\$2,514,675	\$2,515,796	\$2,477,736	\$2,392,835	\$2,392,835	(4.89%)
FULL-TIME EQUIVALENTS (FTE)	22.25	21.00	22.00	22.00	21.00	21.00	21.00	(4.55%)
FTE CHANGE FROM FY 2010-11 AMENDED BUDGET								(1.00)

Communications provides strategic communications guidance and coordinates a full range of services to advance the region's six desired outcomes, helps Metro programs achieve desired results and supports the effectiveness of the agency.

ABOUT COMMUNICATIONS

Understanding Metro's target audiences and developing and executing cost-effective, equitable and efficient strategies to inform, engage and motivate them are at the center of Communications' mission. As a team of writing, design, editorial, public engagement and web experts, Communications works with Metro leadership, managers and staff to tell the stories of Metro's partnerships with local governments, public and private regional leaders, customers and employees and to find creative ways to let residents of the region offer their opinions about public priorities.

By working across operating units Communications helps create cost savings and efficiencies. Using state of the art tools like Opt In, the flexible service contracts, integrated marketing plans, integrated web strategies and newsfeed helps Metro make the most of what we have.

The ultimate goal of Communications' work is to build trust with voters and residents of the region.

Communications is organized into five focus areas:

- Policy and Planning.
- Programs and Facilities.
- Internal Communications.
- Media Relations.
- Design and Standards.

The disciplines represented in the services range from media relations, public involvement, journalism, marketing, graphic design and web design through event planning, issue management, stakeholder analysis and advocacy.

PROGRESS ON FY 2010-11 OBJECTIVES AND OTHER MAJOR ACCOMPLISHMENTS

- Improved and expanded use of new media to improve transparency and public engagement by expanding Metro News, launching the "Connect with Metro" web page portal, and improved RSS feeds, digest and social media tools. Staff also developed regular analytic reports for newsfeeds and a framework for providing meaningful metrics for the website and media channels.
- Continued to build a regional case for the need for additional investment in building compact urban communities to make the most of our existing cities and neighborhoods, protect farm and forestland, and provide good jobs now and in the future with the following accomplishments:
 - Providing public and stakeholder involvement for the urban and rural reserves process, Chief Operating Officer's recommendations, the Community Investment Strategy, Climate Smart Communities and several transit, parks and other projects.

- Improved outreach to the environmental justice community and created a Diversity Action Plan subcommittee on community involvement.
- Awarded a grant to develop and distribute bike and walk maps and information about Metro's sustainable living programs to western Washington County communities with a focus on Latino families.

Additionally, accomplishments furthered the objective of developing broad regional support for Metro's legislative agenda; passed legislation to further implement regional growth management initiatives.

- Implemented recommendations from the Metro Auditor's transparency and engagement performance audit including:
 - Coordination and launch of Opt In – an innovative new online opinion panel designed to increase diverse, sustained community engagement and provide a cost-effective public opinion research tool.
 - Established and implemented public involvement and stakeholder engagement plans for the Oregon Zoo bond program and projects as well as the associated zoo master plan and parking discussion with facility neighbors.
 - Launched a communications initiative to raise public awareness about the voter-approved Natural Areas program.
- Completed a joint marketing plan for Metro's sustainable living programs to improve coordination and leverage resources among programs aimed at consumer and business audiences. Staff also initiated a joint marketing plan for Metro's parks, natural areas and related stewardship programs.

SERVICE LEVEL CHANGES FROM FY 2010-11

Reduces communications support by 1.0 FTE.

MAJOR OBJECTIVES FOR FY 2011-12

- Implement a new Metro-wide website content management system. Develop plan and requirements for updated Metro website.
- Implement social media recommendations from joint marketing plans for sustainable living programs and parks, natural areas and stewardship programs.
- Develop participation in and build support for the Community Investment Strategy through engaging key stakeholders, including community leaders and state legislators.
- Engage decision makers in developing preferred land use and transportation scenarios that will meet state targets for reduction of greenhouse gas emissions and support community aspirations.
- Successfully engage stakeholders in East Metro Connections Plan and Southwest Corridor Plan to identify local needs that can be supported by regional policies and investments.
- Successfully engage partners, neighbors, stakeholders, members and the public about the zoo master plan and bond projects.
- Build relationships with business and community organizations that represent diverse and underserved populations.
- Implement reorganization of Metropolitan Committee for Citizen Involvement.
- Implement recommendations from joint marketing plans for sustainable living programs and parks, natural areas and stewardship programs.
- Develop recommendations for streamlining marketing and community relations efforts across Metro and visitor venues.

PROGRAMS FOR FY 2011-12

Responsible Operations

Communications serves Metro through five areas:

Policy and Planning– This section raises the visibility and profile of Council efforts to inspire and engage community leaders about regional issues through innovative engagement tools such as an online opinion panel, meetings, community events, media outreach, publications and web sites. The program builds relationships with regional opinion leaders and decision makers and ensures outreach to a diverse representation of the region’s residents. The work supports the Community Investment Strategy, integrated transportation corridor planning, climate change adaptation and mitigation, park and trail site planning, the Regional Transportation Plan, MTIP and regional flexible fund allocation, urban growth management decisions, Nature in Neighborhoods low impact development practices, active transportation, the Oregon Zoo master plan and other Council policy work.

Program and Facility– This section is responsible for providing marketing and community relations support to a variety of Metro programs, services and facilities, including: parks; transfer stations; household hazardous waste collection programs; RID patrol; Natural Areas acquisition, restoration, volunteer and grants programs; and the Community Enhancement grants program. This work group also supports marketing campaigns aimed at waste reduction, natural gardening, toxics reduction, MetroPaint, recycling and environmental education and regional travel options.

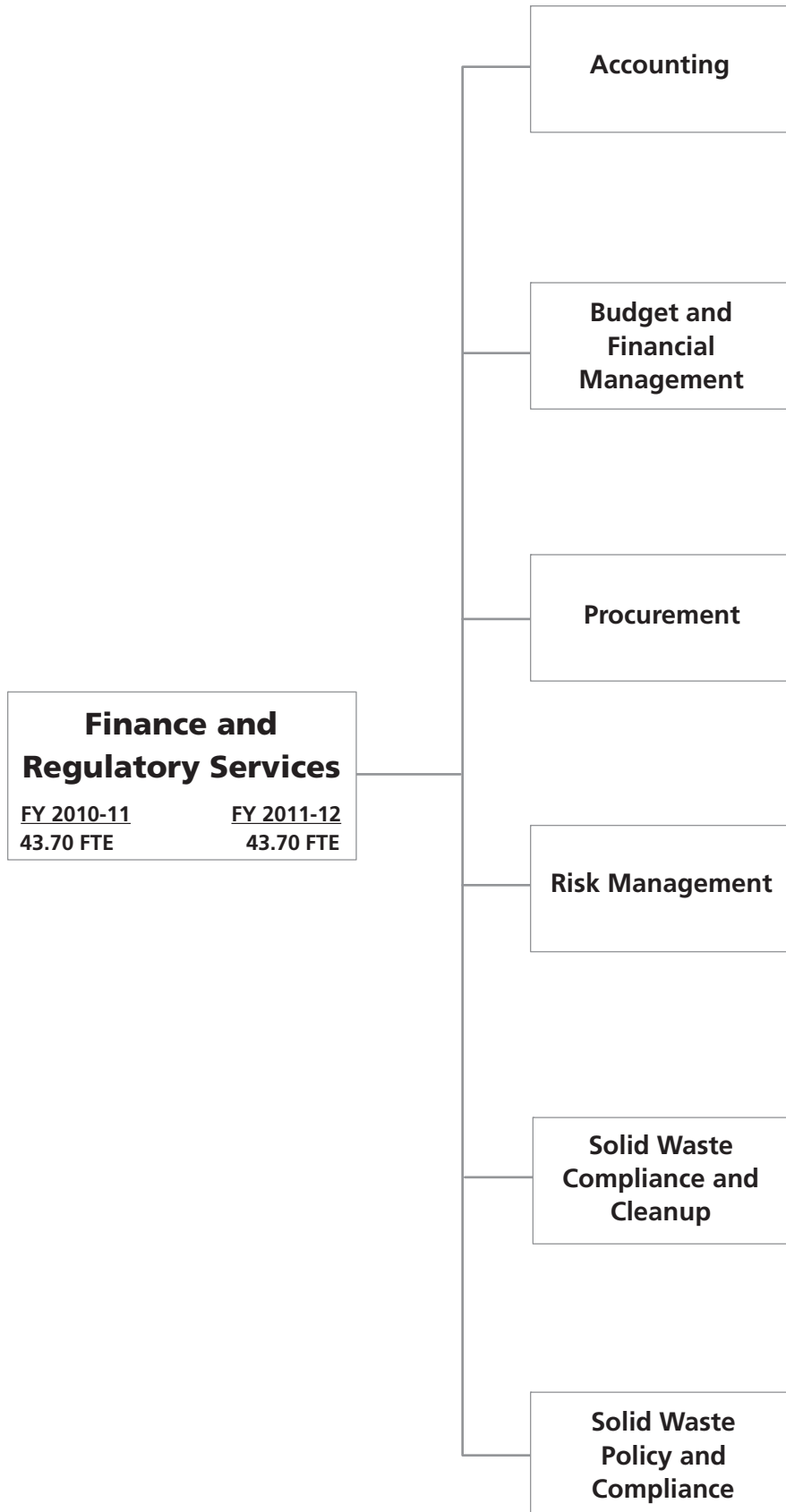
Internal Communications– This section is responsible for assisting with workforce communications regarding management practices and policies, the Regional Leadership Initiative, human resources, employee benefits, information services, contact and mailing management and other internal agency matters.

Media Relations– The media team is responsible for managing proactive and reactive work with regional news media and for assisting all Metro employees and Councilors with media relations.

Communication Design and Standards– The communications design and standards team supports the Sustainable Metro Initiative in providing strategic communication services, resources and tools in a cost effective way. Through the consistent application of best practices for design and editing, the team maximizes and leverages limited resources of staff time and money. A consistent voice, look and message across web, video social media, print and interpretive products reinforces the Metro identity to the public and helps build trust between the agency and the public it serves.



Finance and Regulatory Services



Summary of Finance and Regulatory Services

	Audited FY 2008-09	Audited FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12	% Change from Amended FY 2010-11
BUDGET BY CLASSIFICATION								
Personal Services	\$3,739,793	\$4,050,310	\$4,523,947	\$4,523,947	\$4,699,993	\$4,726,213	\$4,726,213	4.47%
Materials and Services	900,887	1,168,961	1,283,087	1,289,007	1,254,505	1,254,505	1,254,505	(2.68%)
Capital Outlay	0	0	750,000	750,000	575,000	575,000	575,000	(23.33%)
TOTAL	\$4,640,680	\$5,219,271	\$6,557,034	\$6,562,954	\$6,529,498	\$6,555,718	\$6,555,718	(0.11%)
BUDGET BY FUND								
General Fund	\$3,239,962	\$2,907,839	\$3,358,417	\$3,364,337	\$3,851,688	\$3,870,708	\$3,870,708	15.05%
Risk Management Fund	163,677	255,546	267,152	267,152	0	0	0	(100.00%)
Solid Waste Revenue Fund	1,237,041	2,055,886	2,931,465	2,931,465	2,677,810	2,685,010	2,685,010	(8.41%)
TOTAL	\$4,640,680	\$5,219,271	\$6,557,034	\$6,562,954	\$6,529,498	\$6,555,718	\$6,555,718	(0.11%)
FULL-TIME EQUIVALENTS (FTE)	41.70	44.70	43.70	43.70	43.70	43.70	43.70	0.00%
FTE CHANGE FROM FY 2010-11 AMENDED BUDGET								0.00

Finance and Regulatory Services (FRS) provides financial management, administrative, regulatory and operational services to Metro's elected officials, operating centers and services, employees and the public. In addition, Finance and Regulatory Services licenses small contractors, regulates private solid waste facilities and sets rates for public solid waste disposal facilities. The operation is guided by its mission: to provide essential services in support of its customers.

ABOUT FINANCE AND REGULATORY SERVICES

Finance and Regulatory Services provides the primary business services for the agency and oversight of the regional solid waste system. FRS provides accountability in revenue collection and expenditure processing, cash management and financial reporting. FRS coordinates the preparation, adoption and execution of the agency's annual budget and capital improvement plan, including debt management and long-range financial planning. FRS administers Metro's Risk Management program and coordinates the agency's decentralized procurement system, overseeing Metro's contracting and managing the minority, women and emerging small business (MWESB) activities. FRS also regulates private solid waste facilities to protect the public and the environment. FRS directs solid waste rate setting, monitors tax compliance and authorizes solid waste facilities, cleans up illegal disposal sites, and investigates Metro Code violations related to solid waste. In FY 2011-12, FRS will continue to integrate MERC3 business functions within its operations. Finance and Regulatory Services is funded by transfers from the operating centers and programs, offset by earned revenues for licensing. Each Metro operating center is assessed for central services based on Metro's federally approved indirect cost allocation plan. Risk management assessments are based on claims history and actuarial standards. Solid waste rate setting and regulation are directly funded by solid waste revenues.

PROGRESS ON FY 2010-11 OBJECTIVES AND OTHER MAJOR ACCOMPLISHMENTS

- Steered and protected Metro's financial position through the third year of revenue decline and economic uncertainty.
- Implemented the Governmental Accounting Standards Board (GASB) Statements No. 54 (Fund Balance Reporting and Governmental Fund Type Definitions) and No. 56 (Codification of Accounting and Financial Reporting Guidance), and received an unqualified audit opinion.
- Completed internal control reviews over benefits and payroll processes, procurement processes and issued recommendations for improvement.
- Conducted biennial actuarial studies of Risk Management Fund and Other Post Employment Benefits (GASB 45).
- Established service level agreements with MERC venues for accounting and procurement services including standard turnaround times for statements, contracts, purchases and inquiries.
- Performed a systematic analysis of the MERC Fund balance, establishing for the first time the types of financial reserves and funding targets needed to support and protect MERC's mission. The MERC Commission and Metro Council adopted the recommendations.
- Received Council approval for changes to Metro Code for sustainable procurement practices.

- Completed the design phase of the software system supporting solid waste fee and tax collections project, including a structural analysis of the current system, major changes to the underlying business processes and specification of the application software and data base structure.

SERVICE LEVEL CHANGES FROM FY 2010-11

The FY 2011-12 budget eliminates one analyst position in Procurement, a reduction that is mitigated in part by assigning duties to other positions. Manager and lead positions may absorb additional daily tasks. During this past fiscal year, two additional FTE were transferred to Procurement Services from other parts of the organization. A procurement coordinator position was established to serve as a section lead, and the procurement analyst from MERC was added to the FRS team.

Staff in the Risk Management Fund (2.8 FTE) was transferred to the General Fund. This effectively separates the service aspect of the program from the purchased insurance coverage and self insurance claims. The cost of both services and claims is recovered by assessments to services and centers. A Senior Solid Waste planner was transferred to the Office of the Parks and Environmental Services Director for the duration of the Solid Waste Roadmap project.

The substantial upgrade of the Solid Waste Information System that began in FY 2010-11 will be completed in FY 2011-12. A joint capital project of FRS and Information Services, this project will implement a state of the art system of data collection and reporting to support Metro's responsibility to collect more than \$30 million annually in regional system fees and excise taxes from privately owned solid waste facilities, monitor compliance with regulatory requirements of licensees and franchisees and manage compliance with the non-financial obligations of the long-term waste disposal contract.

MAJOR OBJECTIVES FOR FY 2011-12

- Execute sound budget plan that balances the agency's footprint, focus and resources over the next five years while maintaining sustainable financial policies.
- Update portions of Metro's solid waste code to implement solid waste roadmap projects and address policy issues prior to Council consideration of 2013 licenses, franchises and facility agreements.
- Implement new GASB policies for Statement No. 60, Accounting and Financial Reporting for Service Concession Arrangements, and Statement No. 61, The Financial Reporting Entity: Omnibus; and achieve unqualified audit.
- Complete integration of MERC accounting processes within Metro operations, creating one source of record for financial data and identifying and implementing efficiencies in processes.
- Pilot moving Metro's solid waste enforcement hearings process from a contract hearings officer to the state Office of Administrative Hearings to determine whether this improves legal due process and public confidence in the enforcement hearing process.
- Update the GASB Statement No. 49 Pollution Remediation Obligation liability estimates.
- Continue implementation of new sustainable procurement policy that aligns with Council's sustainability goals.
- Standardize and automate contracting practices agency-wide and strengthen contract management practices.
- Complete, test and implement the application software and data warehouses for the solid waste of fee and tax collection system.

- Complete the public processes on fee and tax exemptions directed by Council during the FY 2010-11 rate policy review, and report back to the Council on findings and recommendations.

PROGRAMS FOR FY 2011-12

Healthy Environment

Solid Waste Compliance and Cleanup – The Solid Waste Compliance and Cleanup program works to minimize and mitigate impacts to the public and the environment from improper management of solid waste within the Metro region. The program ensures that private solid waste facilities meet regulatory, operational, environmental and financial assurance standards. The program also cleans up and investigates illegal disposal sites and prosecutes persons illegally disposing waste. The program monitors and enforces compliance with Metro Code, administrative rules, Metro-granted authorizations (solid waste licenses and franchises) and flow control instruments (non-system licenses and designated facility agreements).

Responsible Operations

Finance and Regulatory Services comprises four different areas:

Financial Services– Financial Services joins the forces of the accounting and financial planning groups to assure the highest accountability for financial and operational performance. The group is responsible for processing and reporting all financial transactions, revenue collection, investment and debt management. Operational and capital budgeting and oversight ensures maximum efficiency in the use of funds and compliance with laws and policies that affect the agency’s financial condition. Other services include the management of the Contractor’s Business License program and collection of the Construction Excise Tax.

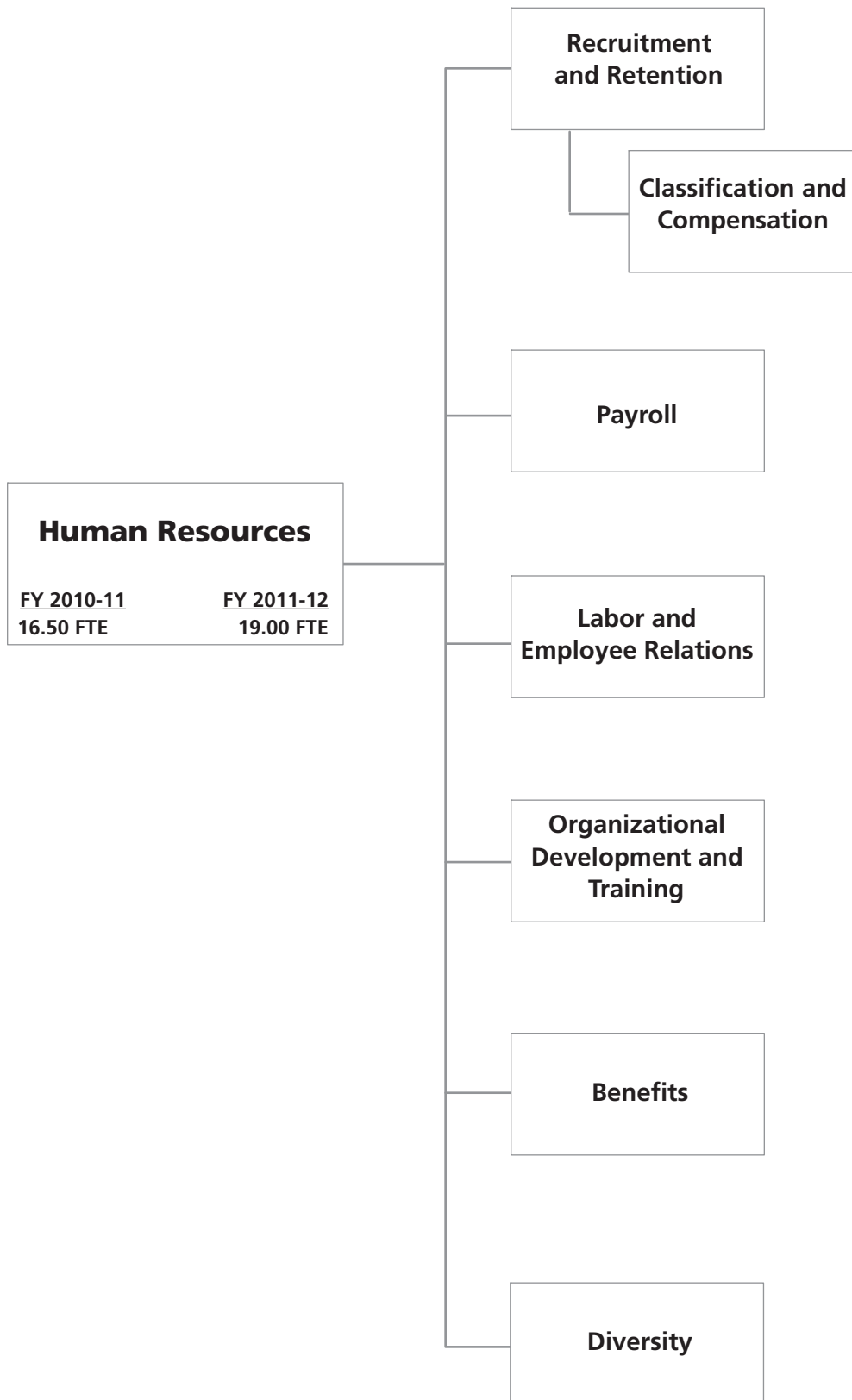
Solid Waste Policy and Compliance– Analysts monitor and audit solid waste system facilities assuring that Metro collects all applicable tax and fee revenues and regulated facilities remain in compliance with tonnage-related limits and requirements. The group manages comprehensive disposal system databases which are critical for forecasting, planning, program and policy evaluation and rate setting. Analysts perform due diligence over payments on the major solid waste operating contracts and ensure compliance with the non-operating provisions of the major contracts. In addition, the unit assists other Metro programs with ongoing financial analysis, decision analysis and modeling.

Procurement Services– Procurement Services oversees the contracting and purchasing activities of Metro’s operating centers to assure compliance with state and federal regulations and Metro Code and to encourage a competitive process that supports openness and impartiality. Metro Code establishes policies that encourage use of MWESB by creating the maximum possible opportunity for such businesses to compete for and participate in Metro contracting activities. In early FY 2010-11 Metro adopted new code requirements for sustainable procurement practices.

Risk Management– Risk Management is responsible for Metro’s workers’ compensation and safety program, general liability and property claims. The Risk Management Fund is managed to meet actuarial standards, relying on both purchased insurance and self-insured risk management techniques. The Risk Management Fund also includes the unemployment insurance program that is managed by Human Resources.



Human Resources



Summary of Human Resources

	Audited FY 2008-09	Audited FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12	% Change from Amended FY 2010-11
BUDGET BY CLASSIFICATION								
Personal Services	\$1,341,289	\$1,418,105	\$1,505,090	\$1,505,090	\$1,868,526	\$1,879,926	\$1,879,926	24.90%
Materials and Services	303,393	297,806	331,717	337,798	359,235	399,235	424,235	25.59%
TOTAL	\$1,644,682	\$1,715,911	\$1,836,807	\$1,842,888	\$2,227,761	\$2,279,161	\$2,304,161	25.03%
BUDGET BY FUND								
General Fund	\$1,644,682	\$1,715,911	\$1,836,807	\$1,842,888	\$2,227,761	\$2,279,161	\$2,304,161	25.03%
TOTAL	\$1,644,682	\$1,715,911	\$1,836,807	\$1,842,888	\$2,227,761	\$2,279,161	\$2,304,161	25.03%
FULL-TIME EQUIVALENTS (FTE)	15.00	16.00	16.50	16.50	19.00	19.00	19.00	15.15%
FTE CHANGE FROM FY 2010-11 AMENDED BUDGET								2.50

Human Resources serves as a strategic partner to the organization as a whole, to its operating centers and to individuals within the organization. Human Resources' mission is to provide creative leadership and consistent and sustainable management systems to support programs and services which carry out the goals and mission of Metro Council. Human Resources is committed to providing strategic leadership, building collaborative relationships, promoting diversity and operating in a professional, efficient and effective manner.

ABOUT THE SERVICE

Human Resources is responsible for the following core service areas: classification and compensation, recruitment and retention, payroll, labor and employee relations, organizational development and training, benefits and diversity.

Classification and Compensation

Classification and compensation staff develops, implements and administers Metro's classification and compensation systems. Staff also maintains the Human Resources Information System (HRIS) and the integrity of the data base.

Recruitment and Retention

Recruitment and retention staff works to attract, select and retain an exceptionally competent, productive, diverse and motivated workforce. Staff administers the employee service awards and conducts new employee orientation. They work closely with the Diversity Action Team to carry out the organization's goals of retaining a diverse workforce.

Payroll

Payroll staff processes all payroll for the organization and develops and maintains payroll policies and procedures in accordance with state and federal law. In addition staff have responsibility for the timekeeping system.

Labor and Employee Relations

Labor and employee relations staff represents Council and management in labor negotiations. Staff conducts training and employment related investigations and advises managers on ways to reduce employment risk. Staff also provides consultation and dispute resolution services to managers and employees and acts as a liaison between labor and management.

Organizational Development and Training

Organization development staff leads and/or provides support to organization change initiatives in order to achieve business goals. Staff provides assistance in change management, team building, group facilitation, process improvement, leadership and management development, and staff development. Staff maintains the Metro Learning Center, the on-line learning management application.

Benefits

Benefits staff administers and monitors the following programs: Metro's health and welfare benefits, wellness, Family Medical Leave, Americans with Disabilities Act, COBRA benefits continuation and unemployment.

Diversity

Diversity staff is responsible for the development, implementation and communication of diversity programs in support of Metro's values, goals and diversity action plan.

PROGRESS ON FY 2010-11 OBJECTIVES AND OTHER MAJOR ACCOMPLISHMENTS

- Implemented results of LIU classification and compensation study and negotiations in June 2010.
- Integrated more fully the organization's values and competencies into the culture of the organization.
- Continued study and implementation of results related to the MERC/Metro best practices study. Established a more integrated approach to collective bargaining and are in the process of standardizing the approach to the way the health insurance premiums are addressed by Metro and MERC employees.
- Continued to develop the use and integration of a on-line learning management system at all locations. Classes have been developed on use of procurement cards, public records law and organizational values.
- Continued developing a set of personnel policies and procedures consistent with goals of Metro, federal and state law and best business practices. This project is progressing steadily with ongoing work on developing policies and procedures that apply to both MERC and Metro.
- Began updating new employee orientation with the focus on moving to a more comprehensive on-boarding program.
- Began implementing recommendations from the Metro Auditor's review of the payroll/benefit processes. A fit gap analysis of the current processes versus functionality of systems has been completed and recommendations are being implemented.
- Finalized implementation of an online application system.
- Engaged in negotiations with AFSCME 3580.
- Worked with the Office of Metro Attorney to implement background checks for finalists to positions.
- Implemented a management development program in support of the Regional Leadership Initiative.

Benefits

- Completed RFP process and successfully transitioned to a new benefitsbroker.
- Completed RFP process and successfully transitioned to a new flexible spending account administrator.
- Transitioned to a no cost EAP program.
- Commenced work on refining the FMLA tracking procedures.
- Completed refinement of PERS best practices as a result of internal audit conducted in the previous year.

Classification and compensation

- Completed the classification analysis and market survey for educational classification series.

Labor and Employee Relations

- Successfully bargained four successor collective bargaining agreements. (LIUNA 483, AFSCME 3580-1, IATSE B-20 and IATSE 28)

Recruitment and Retention

- Successfully launched an online applicant tracking system.

- Developed recommendations to provide consistency in the management of temporary employees across the agency.

Training

- Completed an RFP for training and consulting services to meet increasing demands for services.
- Introduced online courses on computer software applications.
- Developed and delivered online training courses in organizational values, procurement practices and public records retention.
- Delivered training in difficult conversations, management competencies and communication styles for team building.

General

- Completed a two year follow up sightline survey on employee satisfaction.
- Administered a cultural assessment survey in conjunction with the Diversity Action Team.
- Worked with IS to implement a PeopleSoft upgrade.

SERVICE LEVEL CHANGES FROM FY 2010-11

- Eliminated a 0.5 FTE payroll technician.
- Changed reporting relationship of HR manager in MERC to become part of HR department.
- Redeployed a position to work more closely with benefits on leave management.
- Added a 1.0 FTE agency-wide diversity coordinator.
- Converted a 1.0 FTE limited duration administrative position to regular status to provide support to the Learning Management System and other HR support.
- Added a 1.0 FTE limited duration HR analyst to develop HR policies and procedures.

MAJOR OBJECTIVES FOR FY 2011-12

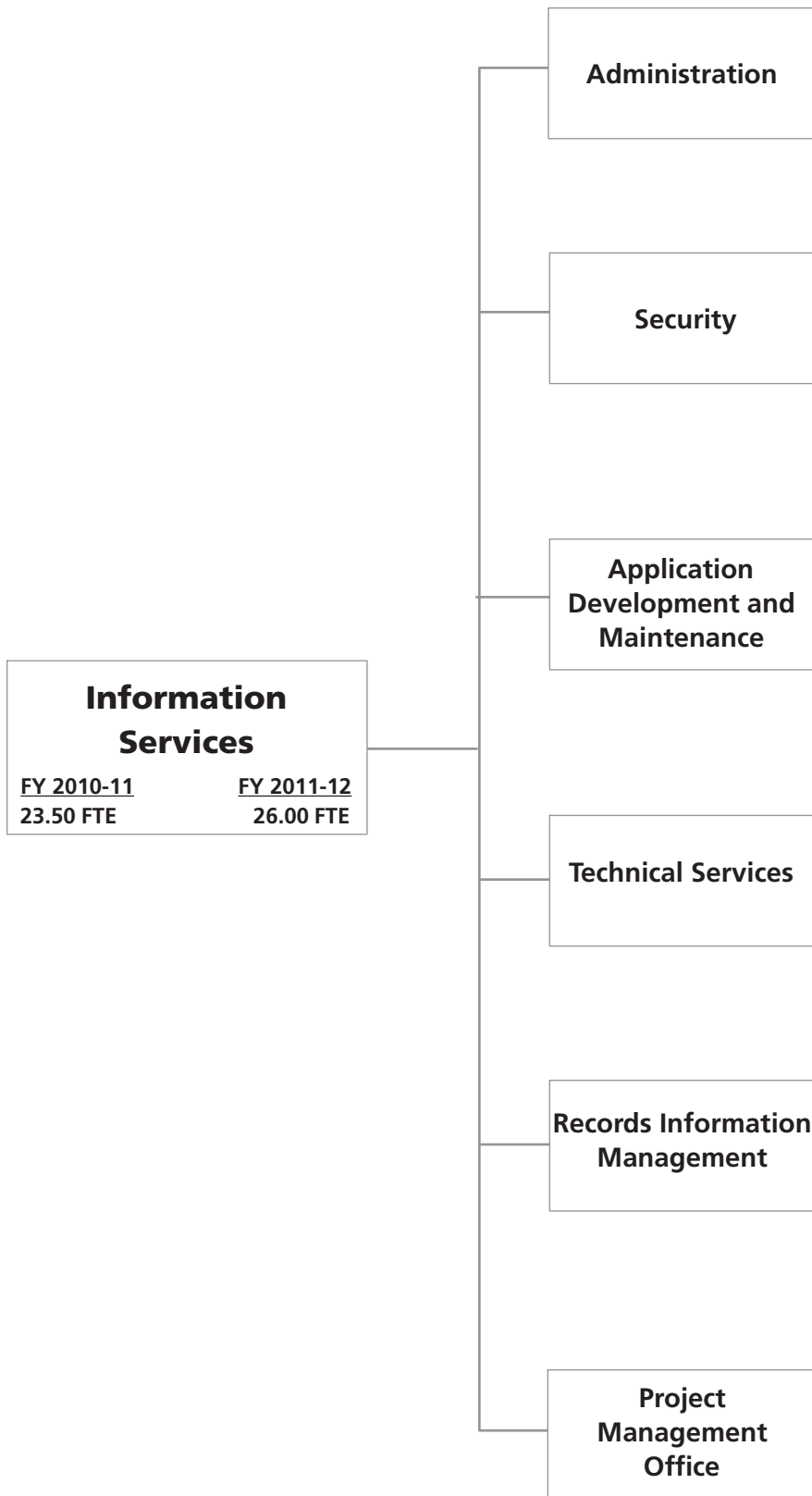
- Conclude AFSCME-3580 collective bargaining negotiations.
- Negotiate the IUOE 701-1, ILWU 28 and IUOE 701 successor collective bargaining agreements.
- Continue review and implementation of cost containment measures for health insurance.
- Continue review of best practices for common personnel policy and procedure with MERC and Metro.
- Develop additional on line courses including ones on ethics, new employee orientation and sustainability.
- Develop and deliver additional management training and employee development courses.
- Refine the new employee orientation program.
- Increase diversity outreach in the recruitment process.
- Develop a standardized classification specification template for integration of both MERC and Metro classifications.
- Update and refine recruitment manual and offer training for hiring managers.
- Develop new protocol for providing HR services to the visitor venues.
- Implement a Kronos leave management program.

PROGRAMS FOR FY 2011-12

Responsible Operations

Human Resources – Human Resources is responsible for seven core service areas: classification and compensation, recruitment and retention, payroll, labor and employee relations, organization development and training, benefits and diversity.

Information Services



Summary of Information Services

	Audited FY 2008-09	Audited FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12	% Change from Amended FY 2010-11
BUDGET BY CLASSIFICATION								
Personal Services	\$1,891,569	\$2,240,925	\$2,306,829	\$2,306,829	\$2,700,312	\$2,715,912	\$2,715,912	17.73%
Materials and Services	699,886	570,221	840,033	840,247	904,947	904,659	937,843	11.62%
Capital Outlay	470,351	361,072	1,067,520	1,067,520	537,085	642,952	703,605	(34.09%)
TOTAL	\$3,061,806	\$3,172,218	\$4,214,382	\$4,214,596	\$4,142,344	\$4,263,523	\$4,357,360	3.39%
BUDGET BY FUND								
General Fund	\$2,586,531	\$2,780,349	\$3,058,380	\$3,058,594	\$3,572,787	\$3,588,387	\$3,618,387	18.30%
General Asset Management Fund	475,275	391,869	1,156,002	1,156,002	569,557	675,136	738,973	(36.08%)
TOTAL	\$3,061,806	\$3,172,218	\$4,214,382	\$4,214,596	\$4,142,344	\$4,263,523	\$4,357,360	3.39%
FULL-TIME EQUIVALENTS (FTE)	22.50	24.50	23.50	23.50	26.00	26.00	26.00	10.64%
FTE CHANGE FROM FY 2010-11 AMENDED BUDGET								2.50

Information Services provides technology-based leadership and solutions to support Metro's goals and business through the development, implementation, support and management of information systems.

ABOUT INFORMATION SERVICES

Information Services delivers technology infrastructure and communications, collaboration, database, web development and hosting, application, and records information management as well as hardware and software support. The service comprises six sections, including Administration, Security, Application Development and Maintenance, Technical Services, Records Information Management and the Project Management Office. Information Services serves as a centralized area for the development and support of applications, desktop and software purchasing and network infrastructure. These offerings provide Metro staff, stakeholders and the public high availability of systems and appropriate access to Metro information. Information Services promotes the effective and efficient use of technological resources and looks toward future technologies to provide even greater returns on investment with an emphasis on accessibility and collaboration.

Administration and Security

These two sections include the Office of the Director and the Security Systems Analyst. Together, they are responsible for the development of data and technology-related policies and procedures in the agency. The Administration section is responsible for development of medium and long-range strategic planning in the area of information technology. Administration also provides for overall policy, office and personnel management, development and implementation of the annual budget and purchasing and contract management.

Application Development and Maintenance

This section is responsible for the development, enhancement and maintenance of applications used agency-wide within Metro as well as specific applications necessary to support business processes unique to each center or service. This includes PeopleSoft HR and Payroll, PeopleSoft Finance, EBMS (event management systems for MERC), KRONOS timekeeping, Celayix time scheduling, SharePoint development and deployment, the Gateway Zoo ticketing system, Micros Point of Sale systems, TRIM records management, CM Tool web content management system and web tools and infrastructure. Application development and maintenance also provides professional database management throughout the agency, including the RLIS and GIS databases, secure backups, performance monitoring and log management. In addition, this section assists in support for unique applications by developing custom software in support of specific program needs that cannot be met through purchase of commercial software.

Technical Services

Technical Services is responsible for all systems infrastructure, including hardware, software and communication transport necessary to maintain an efficient and effective computer network. This includes desktop support and maintenance of all productivity tools for computer users such as e-mail, calendaring, file services, Voice Over Internet Provider telephony, desktop spreadsheet and word processing. This section develops and maintains Metro's core network ensuring standardization, interoperability and scalability. Technical Services manages all of the technical infrastructure and support requirements from the desktop through the network to the application being accessed by the user.

Records Information Management

This section provides for agency policies, procedures and practice of professional management of information. This includes the management from the time records are received or created through their processing, distribution, use and placement in a storage or retrieval system until their eventual destruction or permanent retention.

Project Management Office

The Project Management Office is responsible for new project intake, scoping and resource utilization on projects, training, developing and employing project management standards for IS as well as responsibility for customer interface and user groups and standards committees.

PROGRESS ON FY 2010-11 OBJECTIVES AND OTHER MAJOR ACCOMPLISHMENTS

- Successfully completed SharePoint pilot projects, including Zoo Bond project site and Quarterly Management Report process.
- Successfully completed redesign and upgrade of zoo network infrastructure.
- Continued work on the policy revision for network access and use.
- Successfully completed unification of Metro and MERC network infrastructure.
- Successfully completed migration of MERC servers to virtualized environments and new attached storage.
- Successfully completed agency-wide study and standardization standards for a single web platform.
- Successfully completed EBMS event system management upgrade.
- Successfully completed business process review and implementation of audit recommendations in Human Resources.
- Successfully completed PeopleSoft HRMS upgrade to 9.1.
- Successfully completed TRIM (records management software) upgrade.
- Successfully completed VOIP implementation pilot at Blue Lake Park.
- Completed transition to new provider for off-site records management.

SERVICE LEVEL CHANGES FROM FY 2010-11

The MERC/Metro best practices study has resulted in new challenges and opportunities for Information Services. Two of four MERC IT personnel have been reclassified and moved to the IS budget to facilitate standardization and strategic planning; the other two positions remain dedicated to on-site MERC support and remain in the MERC Fund. One 0.5 FTE position was eliminated to offset this change.

A limited duration Records Information Management position has been increased from 0.5 to 1.0 FTE and moved from Planning and Development to Information Services for one year. This position will be responsible for transferring planning records into TRIM for public access and long-term electronic storage.

MAJOR OBJECTIVES FOR FY 2011-12

- Complete build out for SharePoint pilot project workspaces.
- Install and configure SharePoint/TRIM integration tool.
- Continue standardization and enhancement of network infrastructure.
- Complete taxonomy plan to create electronic filing schema.

- Complete policy revision for network access and use.
- Complete high speed wide area network expansion to the zoo.
- Begin business process redesign for finance systems.

PROGRAMS FOR FY 2011-12

Responsible Operations

Information Services delivers technology infrastructure and communications, database, application, and records information management as well as hardware and software support. The service comprises six sections, including Administration, Security, Application Development and Maintenance, Technical Services, Records Information Management and the Project Management Office. Information Services serves as a centralized area for the development and support of applications, desktop and software purchasing and network infrastructure. These offerings provide Metro staff, stakeholders and the public high availability of systems and appropriate access to Metro information. Information Services promotes the effective and efficient use of technological resources and looks toward future technologies to provide even greater returns on investment with an emphasis on accessibility and collaboration.



**General
expense
summary**



Summary of General Expense

	Audited FY 2008-09	Audited FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12	% Change from Amended FY 2010-11
BUDGET BY CLASSIFICATION								
Materials and Services	10,003,258	10,581,776	17,433,222	17,433,222	17,942,071	7,516,421	7,516,421	(56.88%)
Debt Service	38,192,273	43,453,208	40,360,200	40,360,200	33,668,660	33,668,660	33,668,660	(16.58%)
Interfund Reimbursements	7,474,080	7,680,866	8,396,573	8,396,573	9,397,205	9,397,205	9,397,205	11.92%
Internal Service Charges	944,972	2,723,052	3,122,488	3,122,488	3,000,237	3,000,237	3,000,237	(3.92%)
Fund Equity Transfers	6,014,113	5,175,785	10,765,853	10,937,200	8,816,595	9,684,485	9,724,485	(11.09%)
TOTAL	\$62,628,696	\$69,614,687	\$80,078,336	\$80,249,683	\$72,824,768	\$63,267,008	\$63,307,008	(21.11%)
BUDGET BY FUND								
General Fund	\$8,603,540	\$6,401,714	\$11,044,763	\$11,069,763	\$10,958,934	\$11,098,934	\$11,138,934	0.62%
General Asset Management Fund	97,174	100,000	128,000	128,000	100,000	100,000	100,000	(21.88%)
General Obligation Bond Debt Service F	35,275,958	40,480,021	37,325,783	37,325,783	30,579,525	30,579,525	30,579,525	(18.07%)
General Revenue Bond Fund	1,504,342	1,500,848	1,504,945	1,504,945	1,500,920	1,500,920	1,500,920	(0.27%)
MERC Fund	3,551,450	3,495,476	3,681,630	3,801,630	6,142,766	6,142,766	6,142,766	61.58%
Natural Areas Fund	1,067,158	1,379,974	1,502,241	1,502,241	1,773,222	1,773,222	1,773,222	18.04%
Oregon Zoo Infrastructure & Animal We	0	0	294,915	294,915	364,209	364,209	364,209	23.50%
Rehabilitation & Enhancement Fund	30,085	32,662	32,962	32,962	33,287	33,287	33,287	0.99%
Risk Management Fund	7,960,889	9,679,707	17,456,485	17,456,485	13,270,916	3,573,156	3,573,156	(79.53%)
Smith & Bybee Lakes Fund	0	169,078	111,379	111,379	112,251	112,251	112,251	0.78%
Solid Waste Revenue Fund	4,538,100	6,375,207	6,995,233	7,021,580	7,988,738	7,988,738	7,988,738	13.77%
TOTAL	\$62,628,696	\$69,614,687	\$80,078,336	\$80,249,683	\$72,824,768	\$63,267,008	\$63,307,008	(21.11%)
FULL-TIME EQUIVALENTS (FTE)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%

The expenditures listed in the general expense summary are non-operating expenses such as general obligation debt service and interfund transfers. Expenditures also include items such as special appropriations that cannot be easily tied to a single program, center or service. General Expense also includes costs such as election expenses that do not occur every year.

Highlights of the FY 2011-12 general expense budget are:

- Debt service on general obligation bonds totaling \$30.6 million.
- Debt service on pension obligation bonds of \$1.6 million.
- Interfund reimbursements of \$9.5 million for agency-wide central service functions such as accounting, legal services, risk management and Metro Regional Center management.
- Consolidation of \$3.17 million in PERS Reserve balances from individual funds to the General Fund for the pension obligation bond debt service.
- Transfer of \$1.5 million from the General Fund to the General Asset Management Fund to support renewal and replacement needs of the General Fund centers and services.
- Transfer of \$1.9 million from the General Fund to the General Revenue Bond Fund to fund debt service payments on the Metro Regional Center and Washington Park Parking Lot bonds.
- Transfer of \$1.2 million from the MERC Fund to the General Revenue Bond Fund for debt service on outstanding bonds.
- Transfer of \$480,000 from the General Fund to MERC to support projects at the Oregon Convention Center designed to increase the competitiveness of the facility.
- Transfers of \$495,000 for services provided by Data Resource Center to other Metro centers and services.
- Transfer of \$148,500 from the General Fund to the Solid Waste Revenue Fund to support the agency-wide Sustainability program.
- Transfer of \$349,000 from the Solid Waste Revenue Fund to the Rehabilitation and Enhancement Fund for dedicated enhancement fees received through the Solid Waste disposal fee.
- Transfer of \$1.11 million from the Solid Waste Revenue Fund to the General Fund for budget, finance and administrative support provided by Parks and Environmental Services and the Sustainability Center.
- Transfer of \$338,500 from the Natural Areas Fund to the General Fund for budget, finance and administrative support provided by Parks and Environmental Services and the Sustainability Center.
- Payments of approximately \$10.4 million to various providers for the cost of Metro's health and welfare program for all regular benefit eligible employees.
- Payments of approximately \$1.6 million for claims from Metro's Risk Management liability, property and workers' compensation programs.
- Payments of approximately \$727,000 in purchased insurance for Metro's Risk Management liability, property and workers' compensation programs.

General Fund special appropriations

- \$3.6 million for Construction Excise Tax grants to local governments for concept planning.
- \$298,500 in awarded Nature in Neighborhoods community grants not yet completed.
- \$147,000 for the TriMet passport program, Metro's primary employee commute option strategy.
- \$130,725 for Metro's required outside financial audit.
- \$75,000 for election expenses.
- \$50,000 for public notice requirements under voter-approved ballot measures or required by Metro Code.
- \$40,000 for general agency dues for Regional Water Consortium, Lloyd Business District and Portland Regional Partners for Business.
- \$25,000 to the Regional Arts and Culture Council.
- \$25,250 for general Metro sponsorship account.

The following new designated contributions are also included:

- \$100,000 to The Intertwine Alliance.
- \$45,000 for nine months of the Greater Portland-Vancouver Indicators project, now named Greater Portland Pulse.
- \$25,000 for the Regional Economic Development organization.